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Reference

FM 100-15

DEPARTMENT OF THE ARMY FIELD MANUAL

C.1

FIELD SERVICE REGULATIONS
LARGER UNITS

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HEADQUARTERS, DEPARTMENT OF THE ARMY

DECEMBER 1963

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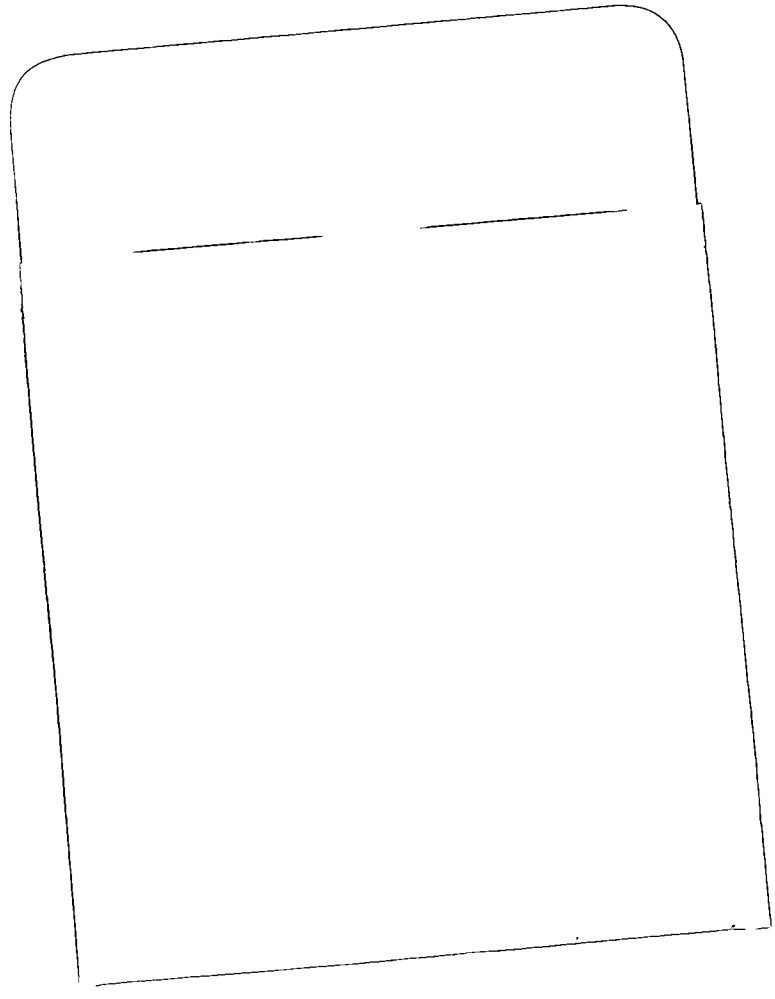

REFERENCE

CHANGE
No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *16 March 1966*

FIELD SERVICE REGULATIONS
LARGER UNITS

FM 100–15, 12 December 1963, is changed as follows:

1.1. Purpose and Scope

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b. (Superseded) This manual presupposes a familiarity with FM 100–5 which covers doctrine pertaining to the leading of troops, and combat of the combined arms; with FM 100–10 which covers the doctrine of administration; with FM 101–5 which covers in detail the functions of the staff and its relation to the commander; and with the tactics and techniques of the various combat, combat support, and combat service support elements. In addition, joint doctrine promulgated in JCS Pub 2, *Unified Action Armed Forces (UNAAF)* and JCS Pub 3, *Joint Logistics and Personnel Policy and Guidance,* must be consulted when applying material contained herein to joint operations.

* * * * *

1.2. Operational Environments
(Superseded)

Conflicts in which U.S. Army forces may be employed involve a wide variety of situations and conditions. At one end of the spectrum of war is cold war. The other end of the spectrum represents general war. Between these extremes is limited war. U.S. Army forces must be able to effectively conduct operations, to include counterinsurgency operations across the entire spectrum of war, in any area where conflict may occur.

2.8. Chain of Command (U.S. FORCES)

* * * * *

c. (Added) Control and release of nuclear weapons will be exercised through command channels. Authority to expend or employ these weapons will be made by the President of the United States, after due consultation, and his decision will be transmitted through the military chain of command. In case NATO is involved, the NATO chain of command will also be employed.

d. (Added) Because of political considerations, nuclear weapons may be brought under the permissive action link (PAL) system employing special locks and combinations. Control of the release of PAL code words and codes will be handled in a manner similar to that for the release of expenditure authority.

2.13. Information and Intelligence

* * * * *

b. (Superseded) During peacetime, the intelligence agencies of the armed forces and Defense Intelligence Agency in conjunction with the Central Intelligence Agency and other federal agencies, produce intelligence on the capabilities, vulnerabilities, and probable courses of action of the armed forces of foreign nations to include insurgent forces they may sponsor and furnish timely warning of the nature of an impending attack on the United States, its forces abroad, and/or forces of friendly foreign nations. Descriptive studies of foreign countries and potential theaters of operations, such as the National Intelligence Survey, are developed. These studies are used at departmental and theater level in military planning and provide a pool of basic intelligence for the field forces. Peacetime intelligence programs are designed to produce the intelligence requirement for wartime combat purposes.

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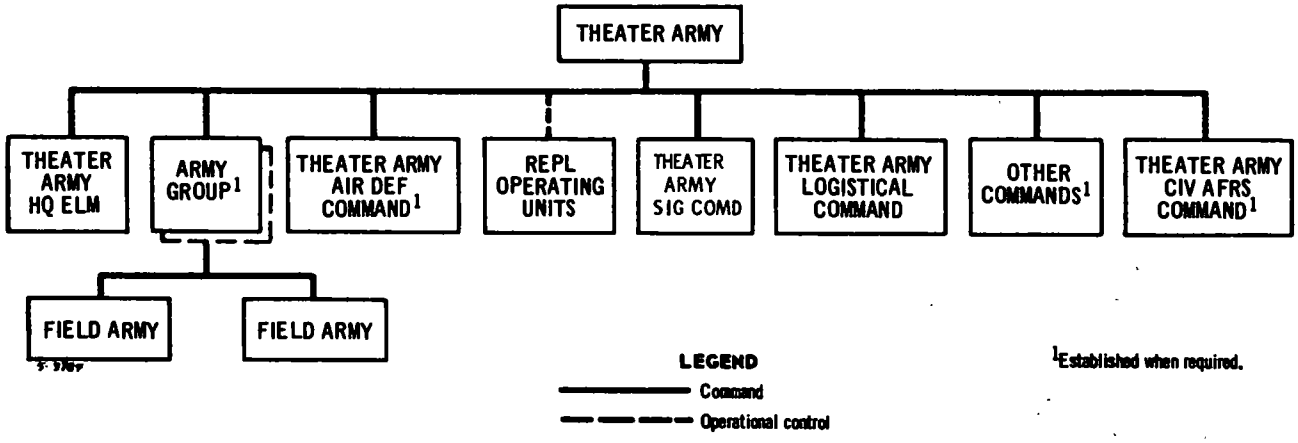

Figure 2. (Superseded) *Theater army organization (large theater of operations).*

2.16. Considerations

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b. (Superseded) Regardless of whether the plan of campaign is prepared to meet a probable or an existing situation, there must be a detailed consideration of the mission, the relative capability of opposing forces, the means required to accomplish the mission, the courses of action which will accomplish the mission, the area in which the opposing forces will be concentrated, logistical requirements, routes of communications, signal communications, psychological operations, and the terrain and weather within the theater of operations. In addition to a realistic assessment of comparative strength of infantry, armor and artillery, special weapons, naval and air forces, particular consideration must be given to the capabilities for waging war with surprise tactics and means including airborne forces, unconventional warfare and infiltration. The commander must be prepared to react promptly to counter enemy employment of new weapons, tactics or techniques.

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3.1. Organization

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c. (Superseded) Theater army consists of the headquarters elements necessary to provide command, a variable number of field armies and/or army groups, a theater army logistical command (TALOG), and a theater army signal operations command (TASOC). It may include a theater army air defense command (TAADC), a theater army civil affairs command (TACAC), and other commands as required, such as a separate task force or a replacement operating headquarters.

3.6. Relationship with the Theater Commander

* * * * *

b. The U.S. theater army commander is responsible within his command for—

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(6) (Added) Army psychological operations matters.

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3.12. Mission

(Superseded)

The mission of a theater army logistical command (TALOG) is to provide combat service support, less personnel replacements and civil affairs, to U.S. Army forces located in the theater, and to such theater navy, theater air force, allied, and other forces as directed. In the absence of a theater army civil affairs command (TACAC), TALOG may be assigned civil affairs responsibility.

3.15. Mission

a. (Superseded) The mission of the TACAC, when established, is to—

(1) Support military operations in armed conflicts.

(2) Support other military operations.

(3) Fulfill obligations arising from treaties, agreements, or customary international laws as the agent of the theater army commander in the area placed under its jurisdiction.

(4) Support and implement national policies.

(5) Maintain or reestablish civil government administration.

* * * * *

Section VIII. THEATER ARMY COMMUNICATION SYSTEM

(Added)

3.22. General

The theater army commander is responsible for providing signal communications for army elements and other specified Department of Defense activities within the theater of operations. The theater army commander executes his communications responsibilities in the COMMZ by means of the theater army communications system (TACS). The TACS is is established and operated by the theater army signal command (TASC). It extends forward from the theater of operations rear

boundary into the combat zone. The responsibility and resources for communications in the combat zone normally are assigned to the field army commander (para 6.19).

3.23. Mission

The mission of the TASC is to command assigned and attached signal units; formulate and implement plans, policies, and procedures for the installation, operation, maintenance, and management of the TACS; and furnish signal support for special purpose communication systems.

3.24. Organization and Functions

a. The theater army signal command operates directly under theater army headquarters.

b. The TASC consists of a headquarters and headquarters company and a variable number of signal companies, battalions and groups. The numbers and types of units depend upon the mission and size of the theater of operations. See FM 11–20 and FM 101–10–2 for detailed capabilities of signal units comprising the theater army signal operations command.

c. Assigned or attached signal units provide area communication support to—

(1) Major commands, designated headquarters, installations, and units located within COMMZ.

(2) Intersectional systems of pipeline, railway, highway, and inland waterway.

(3) Air defense units and installations not otherwise provided communication support.

d. The TASC, through operation of the TACS, is interconnected with the field army communication system in the rear of the combat zone. The TACS also interconnects with the Defense Communications System to provide communications from the theater to CONUS and to other theaters as required.

5.10. Coordination of Air-Ground Operations

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c. (Superseded) The tactical air control center (TACC) of the tactical air force, with appropriate liaison from field army and army group, provides for the broader aspects of planning and committing forces to meet the Army's preplanned and immediate air support requirements. A direct air support center (DASC), an air force agency designed to operate with the appropriate army tactical operations center, will normally operate at corps level. Tactical air control parties (TACP) will be provided by the Air Force at battalion and higher ground force headquarters which are deployed for combat.

d. (Superseded) The unified commander normally decides, on a day-to-day basis, the proportion of the air effort that will be applied to tactical air support tasks. The air and land component commanders submit recommendations in this matter. The apportionment for tactical air support is translated into sorties and the information relayed to the tactical air force and army group commander concerned.

e. **Rescinded.**

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6.7. Commander and Staff Actions

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c. (Superseded) Staff estimates assist the commander to choose the best course of action to accomplish his mission. The field army commander considers the staff estimates, makes his own estimate, and arrives at his decision, which he amplifies as necessary for clarity and understanding. The commander's decision is the basis for preparation of the concept of operation (para 3*a*, operation order), for concept of operation becomes the basis for the preparation of the field army operation order. The concept of operation treats such matters as the purpose of the operation, the development or phasing of the operation, the scheme of maneuver, the main attack or most critical sector, fires (including nuclear, biological, chemical, naval, and air) and other measures of significance to the entire force. The staff prepares the detailed plans and the field army commander approves the plans for publication. For a discussion of phasing see paragraph 6.8.

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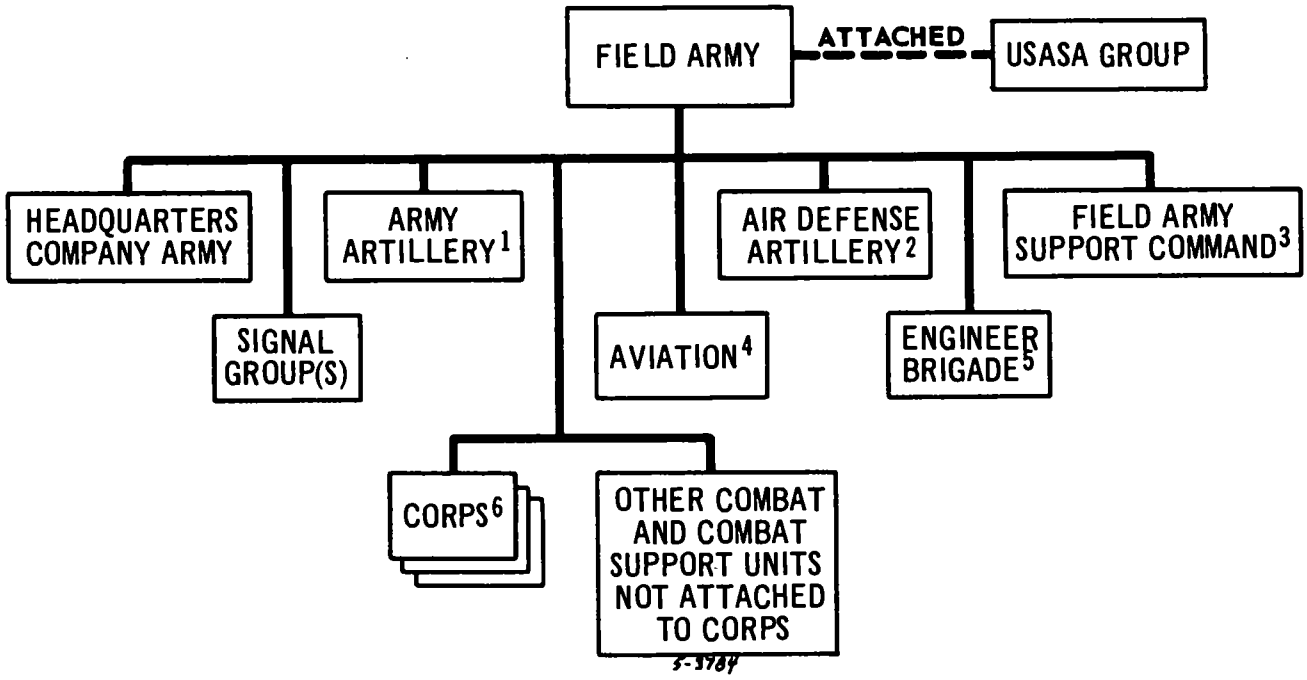
6.8. Phasing of a Field Army Operation (Superseded)

a. A phase is a distinct period or subdivision



[1]Army Artillery Section plus FA Group HQ and Battalions not attached to Corps.

[2]HQ & HQ Btry, ADA Brigade plus ADA Group HQ and Battalions not attached to Corps.

[3]For organization of FASCOM see Figure 5.1.

[4]Aviation Company habitually assigned. Other elements attached as required.

[5]HQ & HQ Co, Engineer Brigade plus Engineer Combat Groups, Engineer Construction Group and Engineer Topo Battalion, Army.

[6]For organization of a type Corps see Figure 6.

Figure 4. (Superseded) *Example of a type field army.*

of an operation at the conclusion of which the nature and characteristics of the action change and another type of action is initiated. An operation may be phased at the anticipated occurrence of any significant event in the execution of an adopted course of action. In application, phasing provides a means of presenting the commander's concept of operation in paragraph 3*a* of the operation order. It facilitates detailed planning for the execution of the commander's adopted course of action.

b. Because of their wide scope and long duration, larger unit operations are normally phased. A field army may phase its operation when:

(1) A change in the form of maneuver or nature of the operation is planned.
(2) A major regrouping of forces is planned.

c. Considerations which affect phasing include the enemy capabilities and probable courses of action, friendly force dispositions, characteristics of the area of operations, and adequacy of logistic support. Any one or combination of these factors may dictate the resultant phasing.

6.9. Scope of the Field Army Operation Order

(Superseded)

a. The field army operation order establishes the concept of operation for execution of the overall course of action adopted. It prescribes the details of execution for at least the first phase of the operation and outlines instructions for succeeding phases. At the appropriate time, additional orders are developed and published to cover succeeding phases.

b. The concept of operation and the assignment of tasks contained in the operation order permit major subordinate units to execute at least the first phase of the operation and initiate planning for one or more succeeding phases. Tasks for succeeding phases are assigned on a "be prepared" basis.

6.13. Nuclear Weapons Employment

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b. (Superseded) Nuclear weapons are allocated to the field army for a specific period of time, for a specific mission, or for a phase of the army group's (or other appropriate higher heaquarters) operation. The allocation is expressed as a specific number of complete rounds in terms of the delivery system and yield. The allocation to the commander is to be utilized as a planning factor. Additional authority is required for the actual dispersal of allocated weapons to locations desired by the commander to support his war plans. Expenditure of these weapons is not authorized until released by proper authority.

6.14. Field Army Functions in Nuclear Weapons Employment

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d. (Superseded) Field army prescribes security measures for the protection of nuclear delivery systems and nuclear rounds. Security measures include provisions for the transportation of nuclear weapons from the special ammunition supply points to the delivery unit. Intransit and static close-in physical security for special ammunition is provided normally by military police physical security companies assigned to FASCOM or attached to DS/GS ammunition battalions. These measures usually are included in the field army SOP.

e. (Added) Responsibility for issuing necessary warnings to friendly forces rests with the commander requesting the nuclear strike. Commanders authorized to release nuclear strikes will insure that strikes endangering the safety of adjacent or other commands are coordinated with those commands in sufficient time to permit dissemination of warnings to friendly forces and the taking of protective measures.

6.16. Tactical Air Support

a. (Superseded) Field army ground operations and supporting air operations against hostile forces are complementary. Tactical air force planning for close air support and air reconnaissance support operations are integrated with the field army planning for land force operations. Air support, other than that provided by organic Army aviation, normally is provided through the supporting tactical air control center (TACC) (para 5.9 and 5.10).

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f. (Superseded) Requests for immediate air support can be initiated from any army echelon. Requests generated at the company level are forwarded to the battalion CP by the organization's command communications net (fig. 5). If approved by battalion, the battalion TACP submits the request directly to the DASC normally located at corps level, over the air force operated air request net. The TACP at each higher echelon, monitors these transmissions and notifies the appropriate army fire support coordinator at their level. Disapproval of the higher level commander for any reason is transmitted by the monitoring TACP to the DASC and the request is canceled.

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6.19. Other Field Army Combat Support

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c. (Superseded) *Signal.* Combat area signal units retained under field army control establish, operate, and maintain the field army communications system. The system includes a command-oriented, single-axis communication system superimposed on an area system. The area system extends from the army rear boundary to the division rear boundaries and furnishes service to all troops located in the area. It consists of area signal centers located in areas of greatest troop density interconnected by means of multichannel radio relay or cable trunking facilities. The area communication system provides common/sole user signal service to its subscribers. It connects with the theater army communication system (COMMZ) and provides a multichannel system to the division rear headquarters and to the division support command. The command-oriented system operates from the field army headquarters to the corps and certain major subordinate units; from the corps to the divisions and corps artillery, and from corps artillery to its artillery groups. The corps portion of the command communication system is operated by corps signal units. Both the area system and the command system provide the following common signal service and facilities to its subscribers: Telephone, teletypewriter, facsimile, radio, radio wire integration, and messenger service. The field army communication system is discussed in detail in FM 11–21 and FM 11–86.

d. (Superseded) *Psychological Operations.* Psychological operations are conducted within policy guidance from theater army. They are designed to reduce the combat effectiveness of enemy armed forces and to influence hostile, neutral, or friendly groups to support the operations of the field army. Opportunities determined through the continuous evaluation of intelligence are quickly exploited. The field army commander is responsible for the integration of psychological operations into overall military planning. Psychological operations forces from the psychological operations battalion or the psychological operations company are allocated to subordinate commands. Details of psychological operations are covered in FM 33–1 and FM 33–5.

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g. (Added) *Long Range Patrol Elements.* Long range patrol (LRP) companies are authorized on the basis of one per field army headquarters and one per corps. All or part of the patrols of the LRP company may be placed in support of divisions, separate brigades, armored cavalry regiments, or other subordinate corps and field army units. The LRP company is a specially trained and equipped unit organized for the specific purpose of performing reconnaissance, surveillance, and target acquisition. Details of employment of LRP units are contained in FM 31–18.

6.21. Missions to the Corps

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b. (Superseded) A field army operation may take weeks to complete and may cover great distances. It is impracticable for the field army to assign missions to the corps for the entire operation; missions are assigned to subordinates for one phase of the field army operation, with conceptual guidance indicating in general terms the nature of likely future operations. The assignment of missions and the field army commander's concept of operation permits the corps to plan one phase of the field army operation in detail, and to initiate planning for succeeding phases. See paragraph 6.9.

6.25. Field Army Reserve

a. (Superseded) The field army normally establishes a reserve of maneuver elements and

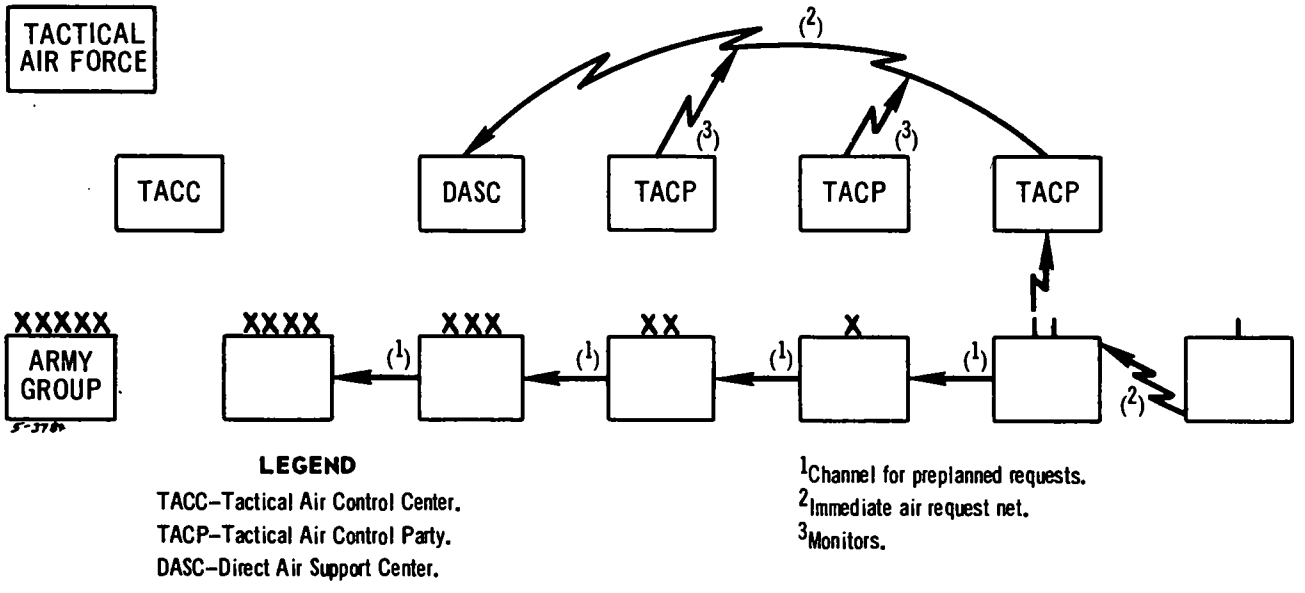

Figure 5. (Superseded) *Channels for requesting tactical air support.*

fires for the purpose of influencing the action at critical times and places. It is difficult for the field army commander to determine which attack force will meet with greatest success. The retention of a reserve permits the field army commander to influence the battle through the application of additional combat power. The reserve may be commited to accelerate the advance and provide continuity of effort. The reserve also assists in providing security of flanks and rear.

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6.30. Forms of Defense

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c. (Superseded) For a discussion of special considerations in the defense against armor, airborne, and mechanized forces, see FM 61–100.

6.37.1. Nuclear Weapons Employment (Added)

Plans for the tactical employment of nuclear weapons are prepared concurrently at various echelons concerned with retrograde operations. Plans for withdrawal or delaying action will include specific instructions necessary to insure an integrated and detailed nuclear fire plan. Restrictions upon use of ADM will be included. Revision of the scheme of maneuver may be necessary to minimize vulnerability inherent in passage of lines. Identifiable key terrain positions may have to be avoided in consideration of enemy nuclear capability. Close contact, fast disengagement, and emphasis upon mobile defensive techniques are stressed to deny relatively immobile targets to the enemy.

6.41. Barriers

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k. (Added) Use of atomic demolition munitions is covered in FM 5–26.

6.44. Counterinsurgency Operations Rescinded

Section VIII. COMBAT SERVICE SUPPORT: FIELD ARMY SUPPORT COMMAND

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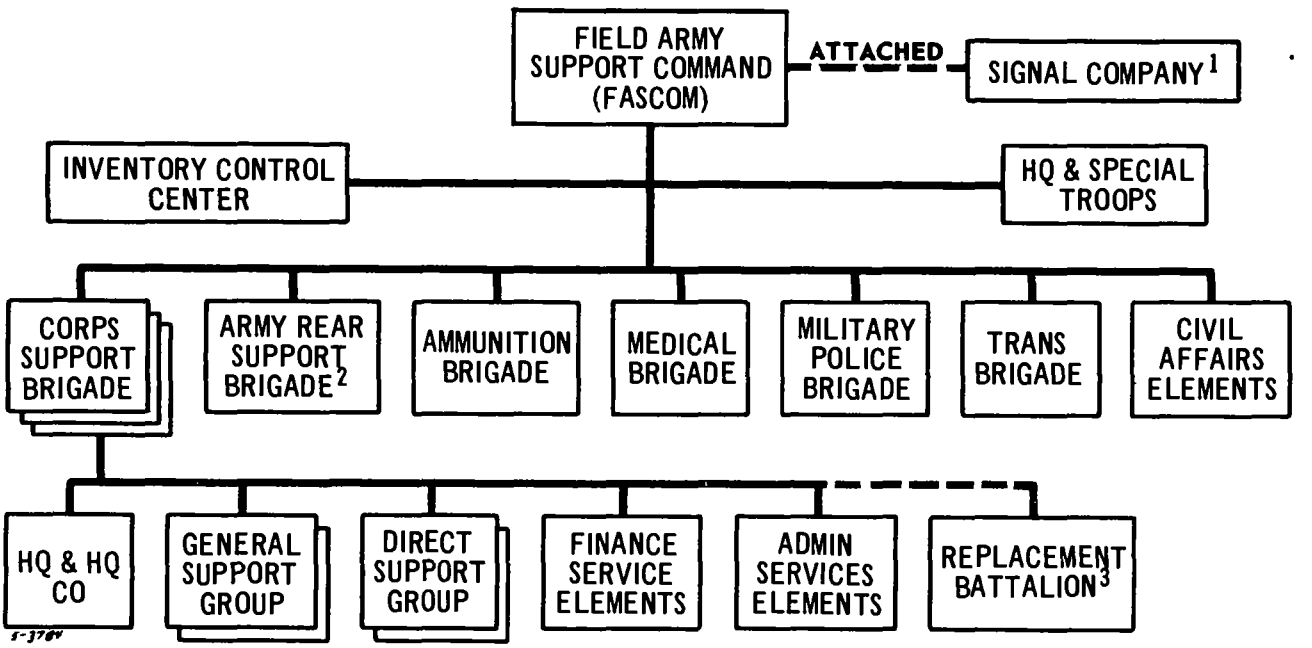
6.46. Organization for Combat Service Support (Superseded)

a. The field army support command, FASCOM, a major subordinate command of the field army, is responsible to the field army commander for the provision of combat service support for the field army. This responsibility includes long range planning for support of operations, detailed planning for and provision of support for immediate operations, and day-to-day coordination with units of the TALOG in the COMMZ. The organizational chart of the FASCOM is shown in Figure 5.1.

b. The FASCOM headquarters normally is located in the army service area. An inventory control center is located in its general vicinity to provide overall stock management for all field army supplies. Details of the organization of the FASCOM headquarters are found in FM 54–3.

c. The FASCOM in figure 5.1 is designed to support a field army of three corps of four divisions each engaged in sustained land combat. For smaller forces or operations of shorter duration, FASCOM operating units can be tailored to meet the requirements imposed by the size and mission of a force, resource limitations, and environmental conditions.

d. Functionalized supply and maintenance and certain other services are provided by support brigades. A rear support brigade provides this support to units in the army service area, while corps support brigades provide support to the corps. Each brigade has two general support groups and two direct support groups. These groups furnish class I, class III, and most class II and IV supplies, together with maintenance of most kinds of equipment. Through-put and scheduled delivery of supplies will be used wherever possible. COMMZ transportation will deliver approximately 75 percent of the supply requirements to the corps support brigades with a 25 percent bypass to division support commands being accomplished when feasible. Potable water, maps, and construction services are furnished directly by engineer



[1]Signal Operations Company attached for internal headquarters communications.

[2]Army Rear Support Brigade is similar to the Corps Support Brigade. It has in addition 2 area damage control teams, a QM Air Delivery Company and a different configuration of its general support group. SeeFM 54-3 for details of FASCOM organization.

[3]Under operational control of Hq Field Army, attached to FASCOM for administration.

Figure 5.1 (Added) *Example of a field army support command.*

elements of field army and not by FASCOM support brigades.

e. The medical, ammunition, transportation, and military police, brigades and civil affairs organizations provide their own respective support services on an army-wide basis. These are established primarily because the functions involved are directly influenced by the nature and intensity of combat, and their services would not be provided adequately if fragmented and assigned to the support brigades on an area basis.

f. The FASCOM commander is also responsible for rear area security and area damage control in the army service area. He normally delegates this function to the army rear support brigade commander (para 6.49). FASCOM units, including the corps support brigade headquarters, deployed in corps rear areas are

responsible for their own local security and area damage control efforts and for providing mutual assistance to adjacent units within their capability. These responsibilities are carried out in conformance with the plans and directives of the corps commander.

g. The FASCOM commander will operate a prisoner of war cage(s) to which prisoners of war are evacuated from division collecting points. After interrogation, they are evacuated by COMMZ to PW camps in the COMMZ. See FM 100–10 and FM 19–40 for prisoner of war handling.

6.48. Composition and Functions

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d. (Added) Employment of the independent corps in a cold war or counterinsurgency role is an example of a type operation for which the corps may be tailored. See paragraphs 6.51 through 6.54.

Section X. REAR AREA SECURITY AND AREA DAMAGE CONTROL
(Added)

6.49. Rear Area Security and Area Damage Control

a. The FASCOM commander will plan and conduct rear area security and area damage control operations in the army service area. See FM 101–5 for details. This mission normally is delegated to the CO, FASCOM army rear support brigade. Area damage control teams and additional communications are furnished for this mission. All commanders are responsible for local security and damage control at their respective units and installations. Local security for U.S. Air Force and Navy installations is a responsibility of those services. Designated commanders are responsible for coordinating local security and damage control efforts within their sector of responsibility. See FM 100–10 for details of organization.

b. Tactical forces will be physically located in the rear area and directed by the field army commander to conduct rear area security operations in support of the FASCOM. These forces will conduct limited screening and intelligence activities. Their primary mission is to act as a mobile strike force. Tactical force commanders designated to support the FASCOM commander will normally operate under mission-type orders.

c. Units located in the rear area have the capability of providing surveillance of local areas and of reporting intelligence and damage or contamination information. See FM 3–12 for guidance. Allied forces will be trained as required and all capabilities of a friendly government will be utilized. Military police units, because of their detached mobile deployment, have a limited capability of conducting counterguerrilla activities alone or in concert with civilian police and paramilitary security forces.

6.50. Tactical Reenforcement

Airborne, guerrilla, or other attacks may occur that are beyond the defense capability of the FASCOM commander. In this event, the field army commander will decide the priority of effort, designate whether additional tactical troop reenforcements will be diverted to the area under attack, and may delegate the responsibility for rear area security to a tactical commander during this attack.

Section XI. COUNTERINSURGENCY OPERATIONS
(Added)

6.51. Field Army Role in Counterinsurgency

a. A force as large as a field army normally will not be deployed to conduct counterinsurgency operations. The field army, however, may be required to train, equip, and dispatch counterinsurgency elements as directed by Department of the Army.

b. Situations may arise in the course of other operations in a theater of operations that will cause the field army to become involved with counterinsurgency activities.

6.52. Principles

a. Field army counterinsurgency operations are directed by higher headquarters. It is essential that all counterinsurgency capabilities be used in a coordinated effort. FM 100–20 and FM 31–15 contain guidance for the actions of a larger unit in actual or potential counterinsurgency situations.

b. The U.S. military objective is to enhance the overall capability of the host country military, paramilitary and other security forces to maintain or restore internal defense. Military assistance can range from advisory assistance (FM 31–73) in training and employment of individuals and units, establishing a MAAG or Mission, up through the employment of combat elements of U.S. military forces. Military counterinsurgency activities include assistance to the host country in the conduct of military civic action programs.

c. Discontent and unrest caused by economic, ethnic, religious, or other factors, which could lead to covert or overt insurgent activities, may be latent in any political community. Insurgent actions range in scope and degree of violence from subversive political activity to combat by large guerrilla elements. The early recognition and identification of these activities and the prompt initiation of counterinsurgency programs will be of vital interest to the military commander concerned.

6.53. Planning

a. Communist doctrine identifies three phases in the escalation of insurgency. These are—Phase I, the potential subversive situation and initiation of corrective or suppressive measures; Phase II, outbreak of organized guerrilla warfare or related violence against established authority requiring military action by government forces; and Phase III, the war of movement between organized forces of the insurgents and those of established authority.

b. The U.S. field army commander in a theater of operations who has been directed to assist the host country may have to redeploy his forces to meet the situation. When the army is directing corps combat operations or defensive cold war operations along a front or border, the main troop dispositions will be maintained with counterguerrilla tactical operations conducted as a normal rear area security mission. Where no frontal attack or border threat exists in the theater, the field army commander will deploy his forces as dictated by his mission, the situation, terrain, and instructions of higher headquarters. There are three basic situations for which plans must be made.

(1) Reenforcement of a MAAG or Mission for internal defense assistance and internal development assistance operations by providing specialists, mobile training teams, and other support as directed.

(2) Providing individuals as advisors and instructors and providing combat support units to the MAAG/Mission or unified command/joint task force.

(3) Providing combat, combat support, and combat service support units to operate with host country forces in a coordinated military campaign.

c. For detailed information concerning employment of U.S. forces see FM 31–16, FM 31–22, FM 31–73, and appropriate branch field manuals.

6.54. Initial Operations

The field army commander, as directed by higher headquarters, will—

a. Direct the efforts of his command to assist the host country in preparing comprehensive national internal defense plans designed to integrate and coordinate measures for preventing destructive acts and preserving law and order.

b. In coordination with MAAG, Missions, AID, USIA, and other agencies as directed by higher headquarters, assist in the training, motivation, and outfitting of civil police, paramilitary and civilian officials. These actions will be most effective at the incipient stages and may preclude the need for large-scale counterguerrilla warfare actions at a later period.

c. Emphasize training of U.S. military personnel in military civic action, psychological operations, language facility, country and area orientation, and active and passive counterguerrilla operations. The roles and missions of

nonmilitary agencies will be included in orientation of military personnel.

d. Implement, in concert with host country agencies and U.S. nonmilitary intelligence agencies, intelligence plans designed to detect and report dissident individuals and groups. Collection effort should be directed to determine local conditions and situations conducive to unrest. Vigorous measures should be taken through host country and U.S. agencies in the country to locate and confiscate or control weapons, explosives, and tools of sabotage.

e. Assist, in coordination with USIA or other nonmilitary U.S. agencies in the country, the host country in conducting an aggressive public information program that disseminates dynamic factual reports to the population, thereby neutralizing and discrediting subversive propaganda.

f. Require increased security measures within U.S. installations and organizational sectors.

g. Be prepared to conduct additional operations.

7.8. Scope of the Corps Operation Order
(Superseded)

a. The corps operation order will prescribe the details of one or more phases of the corps operation and provide outline instructions for the succeeding phases. Corps normally will implement a succeeding phase either by publishing a fragmentary order or complete operation order. The principles outlined in paragraph 6.9 apply.

b. The concept of operation and assignment of tasks permit the subordinate units to execute at least one phase and to initiate planning for at least one additional phase. The concept of operation will describe the tactical plan to accomplish the mission that is assigned to corps for execution. Specific tasks to subordinate units are assigned for one or more phases. Other tasks are assigned on a "be prepared" basis as they can be foreseen.

7.11. Fire Support

* * * * *

c. Field Artillery. The bulk of * * * course of combat.

* * * * *

(2) (Superseded) Corps artillery controls the operations of non-divisional field artillery battalions, and coordinates the activities of the artillery with the corps. It is at the corps level that the employment of artillery on a large scale is coordinated and practiced; it is at corps level that the bulk of the medium and heavy cannon artillery, the longer range rockets and missiles, and the nuclear capability of the corps are brought into play. Control and coordination is accomplished by assigning tactical missions to subordinate units, attaching artillery to subordinate commands, providing survey and communication to the artillery with the corps, and by prescribing the available supply rate.

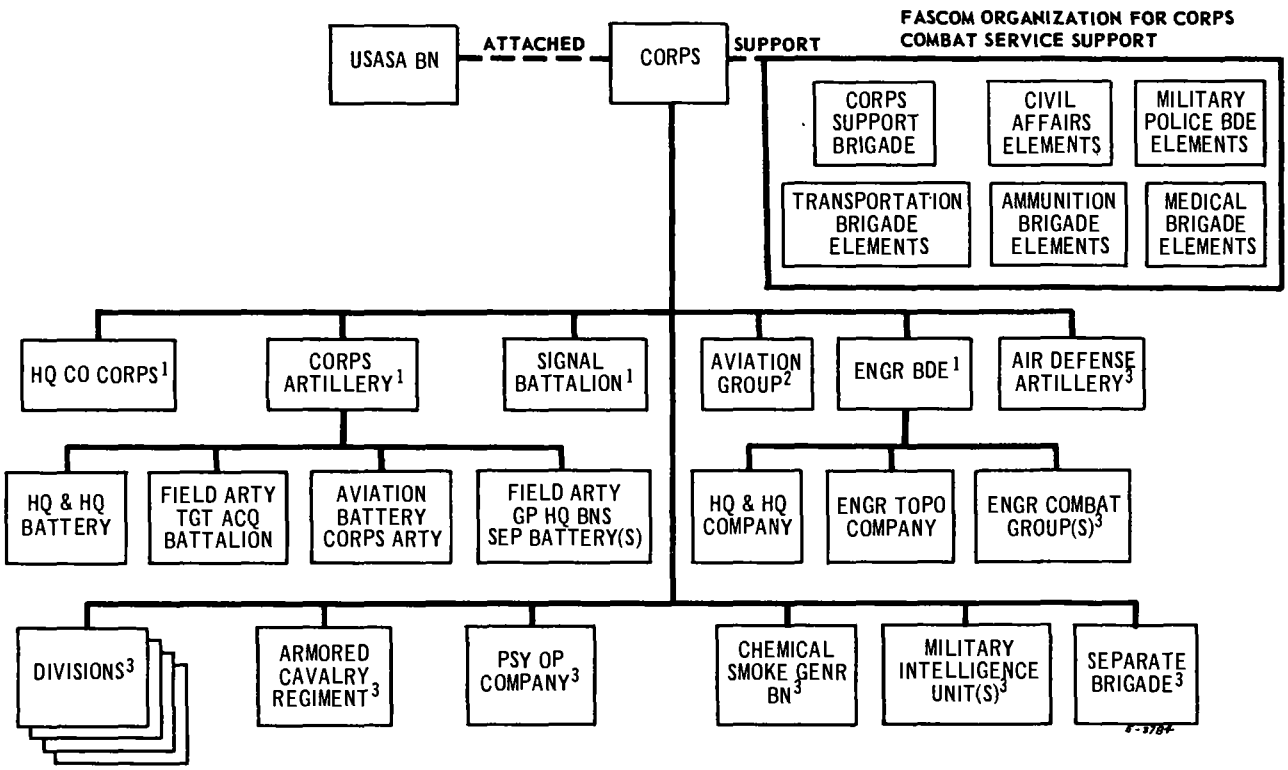
* * * * *

e. (Added) *Fire Support Coordination Line.*

(1) The fire support coordination line (FSCL) is a line used to coordinate supporting fires delivered by forces not under corps control but which may affect current tactical operations. It is used in relation to air, ground, or sea delivered nuclear or nonnuclear weapons. It is established by the corps commander and should be coordinated with field army, adjacent corps, and with the supporting tactical air commander through the direct air support center (DASC), and with supporting naval commander through the air naval gunfire liaison company (ANGLICO).

(2) The FSCL should be a short distance beyond the farthest point to which the corps commander intends to send patrols, penetration forces (including airmobile forces), or to maintain covering forces. It should be easy to define on a map and easily recognized from the air. When detached forces are beyond the corps FSCL, an all-around FSCL should be established around the detached forces.

(3) Coordination must be accomplished with the corps concerned prior to the



[1]Habitually assigned for command and control.
[2]Aviation Company habitually assigned to corps. Other elements attached as required.
[3]Attached as required.

Figure 6. (Superseded) *Example of a corps tailored for combat on a large landmass.*

use of fire support against targets within the corps area short of the FSCL.

7.12. Corps Functions in Nuclear Weapons Employment

a. (Superseded) The corps receives an allocation of nuclear weapons from the field army for a specific period of time, for a specific mission, or for a phase of the field army operation. As is the case at field army, the allocation to the commander is to be utilized as a planning factor. Additional authority is required for the actual dispersal of allocated weapons to locations desired by the commander concerned. Expenditure of these weapons is not authorized until released by proper authority (para 6.13–6.14).

* * * * *

f. (Superseded) Special ammunition units usually carry a portion of the corps nuclear allocation; therefore, the corps has a great interest in their physical location. Corps recommends to the field army the successive location of these installations.

7.13. Allocation Procedure

a. (Superseded) The corps plans at least one operation in advance, and the plans are developed well in advance of the actual beginning of the operation. Correspondingly, the nuclear allocation to subordinate corps units is also developed in advance. The corps commander provides his staff with planning guidance concerning employment of nuclear weapons as well as guidance on employment of divisions and other major subordinate commands. The nuclear weapons aspects of the corps commander's planning guidance is contained in FM 101–31–1. Details on ammunition unit operations in the field army are contained in FM 9–6.

* * * * *

7.15. Tactical Air Support

* * * * *

e. (Superseded) The Direct Air Support Center (DASC) normally is located in the vicinity of the CTOC. Minimum reaction time is insured by having requests for immediate air support forwarded directly from the initiating unit, battalion or higher, to the DASC using the air force operated air request net. The TACP at each higher headquarters monitors the request for the commander concerned. In the event it is disapproved, the TACP notifies the DASC and the request is canceled. The air component commander will inform the land component commander daily of the number of close air support sorties that the component will commit in response to the apportionment by the joint commander. The land component commander may allocate these sorties to his subordinates. Subordinate commanders may sub-allocate the sorties. Land commanders allocating, sub-allocating, or re-allocating sorties will inform the DASC through the ALO at their echelon in addition to normal notification through the chain of command (fig. 5).

* * * * *

7.17.1. Counterinsurgency Operations (Added)

Counterinsurgency operations will be conducted as directed by the field army commander. See paragraphs 6.51 through 6.54.

7.18. Other Corps Combat Support

* * * * *

d. (Superseded) *Signal.* The corps communication system consists of a command point-to-point voice and radio teletypewriter system and a multichannel system both operated by the corps signal battalion (FM 11–92). The corps commander uses the command system for control of corps tactical operations. The corps also has access to the field army area system as a backup for organic communications and to carry the administrative and logistical traffic of the corps. Messenger service is used for the transmission of orders, overlays, bulky items, and other reports or messages not suitable for electronic transmission.

* * * * *

f. (Added) *Long Range Patrol Elements.* See paragraph 6.19*g*.

g. (Added) *Psychological Operations.* Normally, one or more psychological operations companies or detachments are assigned to corps as described in paragraph 6.19*d*, above. Their operations are under the staff supervision of the G–3. Each unit is tailored to support the

mission. Mobile radio and printing capabilities are normally retained at corps while loudspeaker teams are attached to the forward divisions. See FM 33–1 and FM 33–5 for details of operations.

7.18.1. Rear Area Security and Area Damage Control
(Added)

The corps commander is responsible for rear area security and area damage control operations in his corps area. Units operating within corps area are normally responsible for their own local security and area damage control efforts and for providing mutual assistance to adjacent units within their capability. These responsibilities are carried out in conformance with the plans and directives of the corps commander. See paragraphs 6.49 and 6.50.

7.26. Corps Reserve

a. (Superseded) The corps establishes a reserve which may be composed of maneuver elements and nuclear or nonnuclear weapons. Throughout the battle the corps maintains the momentum of the attack and adds impetus to it by properly employing the nuclear and nonnuclear fires retained under corps control. The corps commander follows the progress of the battle and adjusts or modifies the missions assigned to the subordinate units. He provides for the relief of divisions exhausted in combat. At the proper time, he commits the maneuver elements of his reserve, supported by the shifting of necessary firepower to include nuclear weapons as applicable. Depending upon the strength and disposition of hostile forces, and the amount of information he has concerning these matters, the corps commander varies the size of the reserve of maneuver elements and nuclear weapons maintained.

* * * * *

7.26.1. Follow and Support Forces
(Added)

a. Corps normally employs a follow and support force in support of a corps exploitation conducted by an armored or mechanized division. The mission of the follow and support force is to hold and widen the shoulders of a penetration, secure lines of communication behind the lead exploiting force, relieve elements of the leading force left behind to secure key terrain, assist in destruction of bypassed pockets of resistance, and block movement of enemy reinforcements.

b. A corps conducting the exploitation for the field army normally is provided additional reinforcements to insure success (see para 6.28). Elements assigned the follow and support missions are fully committed and are not considered as a part of the reserve. Direct communication and coordination is maintained between the exploitation force and the follow and support force commanders. The corps commander, however, maintains command over both forces. The corps commander insures that filed army combat service support elements are echeloned forward to support operations.

7.30. Security Echelons

* * * * *

e. (Superseded) The corps may direct the establishment of a general outpost and designate the coordinating points within the corps sector. Composition of the general outpost is the responsibility of the division commanders. The corps commander normally prescribes the length of time the general outpost is to hold the enemy forward of the FEBA, but may delegate the authority to the divisions.

7.42. Control of the Retrograde Movement

* * * * *

b. (Superseded) Traffic control in division forward areas is the responsibility of the division. Once the division has begun its movement to the rear, division military police become part of the division column. When contact with the enemy has been broken and the forward units have moved through the corps covering force, traffic control becomes the corps' primary problem in moving the new defensive position. Military police elements supporting corps perform the traffic control mission throughout the entire corps sector. Responsibility for traffic control is assigned to military police units on an area basis or on a route basis by the corps commander, depending upon the terrain, the number of withdrawal routes available, and the availability of military police units. Holding areas are established at critical

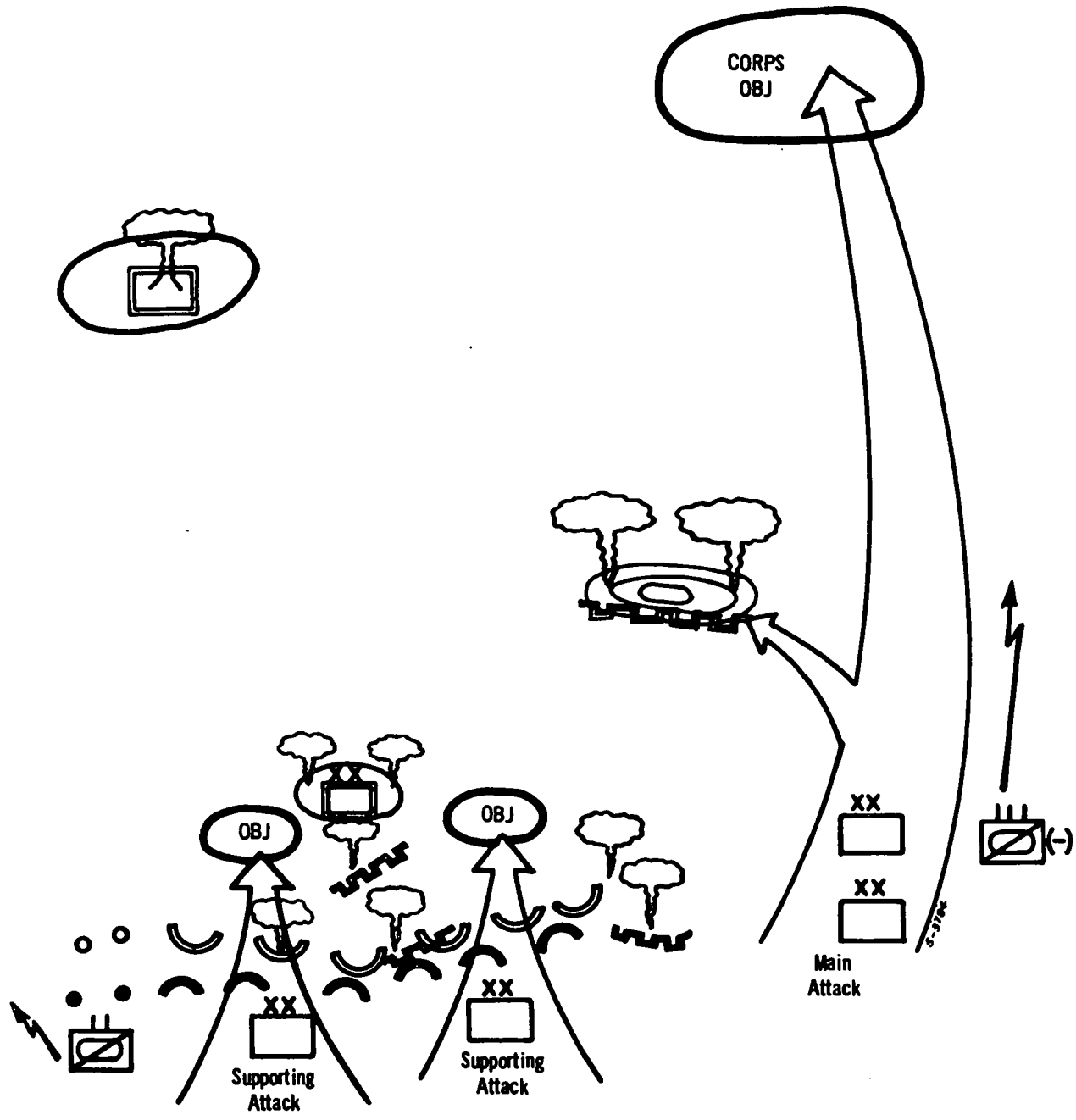


Figure 9. (Superseded) *Corps conducting a turning movement.*

points on withdrawal routes such as blown bridges or defiles in order that convoys may be re-routed into these areas to preclude presenting a nuclear target to the enemy. When the congestion on the withdrawal route is reduced, convoys are moved back to the withdrawal route and their retrograde movement resumed.

Add the following references to the appendix.

FM 3–12	Operational Aspects of Radiological Defense.
FM 9–6	Ammunition Unit Operations in the Field Army.

FM 11–20	Signal Operations, Theater of Operations.
FM 17–95	Armored Cavalry Regiment
FM 19–15	Civil Disturbances and Disasters.
FM 19–40	Enemy Prisoners of War and Civilian Internees.
FM 31–16	Counterinsurgency Operations
FM 31–18	Infantry Long Range Patrol Company.
FM 31–22	U.S. Army Counterinsurgency Forces.
FM 31–73	Advisors Handbook for Counterinsurgency.
FM 33–1	Psychological Operations, U.S. Army Doctrine.
FM 54–1	The Logistical Command
FM 54–3	The Field Army Support Command (C).
FM 100–20	FSR, Counterinsurgency (U)
FM 101–10–2	Staff Officers Field Manual—Organizational, Technical, and Logistical Data—Extracts of TOE.
FM 101–40	Armed Forces Doctrine for Chemical and Biological Weapons Employment and Defense.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

J. C. LAMBERT,
Major General, United States Army,
The Adjutant General.

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Active Army:

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TSG (1)
USCONARC (10)
USACDC (10)
USAMC (15)
ARADCOM (10)
ARADCOM Rgn (10)
LOGCOMD (5)
OS Maj Comd (10)
MDW (5)
Armies (25)
Corps (15)
Div (10)
Div Arty (5)
Bde (5)
Regt/Gp/Bg (5)
USMA (20)
AFSC (75)
NWC (10)
USAWC (30)
Br Svc Sch (10) except
USAINTS (35)
USAOC&S (75)
USAAMS (20)
USAAVNS (20)
USAARMS (50)
USAADS (14)
USAIS (50)
USACDCIAS (1)
USACDC Agcy (5)
USACDCEC (10)
USACDCNG (1)
USACDCISG (1)
USACDCSSG (5)
USACDCSWAG (5)
MAAG (2)
Mil Msn (2)

NG: State AG (3); units—same as active Army except allowance is one copy to each unit.
USAR: Units—same as active Army except allowance is one copy to each unit.
For explanation of abbreviations used, see AR 320–50.

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FIELD MANUAL
No. 100-15

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *12 December 1963*

FIELD SERVICE REGULATIONS
LARGER UNITS

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*** This manual supersedes FM 100-15, 28 June 1950, including C 1, 20 October 1952.**

PART ONE

HIGHER ECHELONS

CHAPTER 1

INTRODUCTION

1.1. Purpose and Scope

a. This manual provides guidance to commanders and staff officers at corps, field army, army group, and theater army level in functions and operations of these larger units. Echelons higher than theater army level, to include combined commands as well as U.S. joint commands, are treated only to the extent considered essential to an understanding of the functions and duties of the commanders and staffs of the foregoing units.

b. This manual presupposes a familiarity with FM 100–5 which covers doctrine pertaining to the leading of troops, and combat of the combined arms; with FM 100–10 which covers the doctrine of administration; with FM 101–5 which covers in detail the functions of the staff and its relation to the commander; and with the tactics and techniques of the various arms and technical and administrative services. In addition joint doctrine promulgated in JCS Pub 2, *Unified Action Armed Forces (UNAAF)* and JCS Pub 3, *Joint Logistics and Personnel Policy and Guidance*, must be consulted when applying material contained herein to joint operations.

c. This manual reflects current policy, doctrine, and procedures. Technological advancement and the continuing improvement in organizational and operational concepts will necessitate modification of this manual from time to time. Recommendations for changes should be forwarded to the Commanding General, Combined Arms Group, U.S. Army Combat Developments Command, Fort Leavenworth, Kans.

1.2. Operational Environments

Conflicts in which U.S. Army forces may be employed involve a wide variety of situations and conditions. At one end of the spectrum of war is cold war, a state of international tension wherein political, economic, technological, sociological, psychological, paramilitary and military measures, short of overt armed conflict involving regular military forces are employed to achieve national objectives. The other end of the spectrum represents the unrestricted application of military force which is termed general war. Between those extremes is limited war, a term which covers a wide range of conflicts among which are those commonly called local aggression, conventional war, or limited nuclear war. U.S. Army forces must be able to operate effectively across the entire spectrum of war, in any area where conflict may occur.

CHAPTER 2

ORGANIZATION AND FUNCTIONS

Section I. HIGH COMMAND

2.1. Commander in Chief

The President is the Commander in Chief of the Armed Forces of the United States.

2.2. Secretary of Defense

The Secretary of Defense, appointed by the President with the advice and consent of the Senate, is the head of the Department of Defense. The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense. All functions in the Department of Defense and its component agencies are performed under the direction, authority and control of the Secretary of Defense. The Department of Defense includes the Office of the Secretary of Defense and the Joint Chiefs of Staff; the three military departments and the military services within these departments; the unified and specified commands and such other agencies as the Secretary of Defense establishes to meet specific requirements.

2.3. Joint Chiefs of Staff

The Joint Chiefs of Staff are the principal military advisers to the President, the National Security Council, and the Secretary of Defense. The Joint Chiefs of Staff consist of the Chairman, the Chiefs of Staff of the Army and of the Air Force and the Chief of Naval Operations. The Commandant of the Marine Corps has coequal status with the members of the Joint Chiefs of Staff on matters which directly concern the Marine Corps. The organization and functions of the Joint Chiefs of Staff are set forth in JCS Pub 2 and JCS Pub 4.

2.4. Secretary of the Army

The Secretary of the Army, appointed by the President with the advice and consent of the Senate, is the head of the Department of the Army. Subject to direction, authority, and control of the President as Commander in Chief, and of the Secretary of Defense, the Secretary of the Army is responsible for and has the authority to conduct all affairs of the Army, including but not limited to those necessary or appropriate for the training, operations, administration, logistical support and maintenance, welfare, preparedness, and effectiveness of the Army, including research and development. The functions of the Department of the Army are outlined in AR 10–1.

2.5. Chief of Staff, United States Army

The Chief of Staff, United States Army, is the principal military adviser to the Secretary of the Army and is charged with the planning, development, and execution of the Army program. He is directly responsible to the Secretary of the Army for the efficiency of the Army, its state of readiness for military operations, and plans therefor.

Section II. THEATER OF OPERATIONS

2.6. Theater (Area) of Operations (U.S. Forces)

a. A theater of operations is that portion of a theater of war necessary for military operations, either offensive or defensive, pursuant to an assigned mission, and for the administration incident to such military operations. The geographical limits of a theater of operations are established by the President, through the Secretary of Defense, with the advice of the Joint Chiefs of Staff. In large-scale operations conducted over vast geographical areas theaters of operation are normally assigned only so much area as is necessary for the development and administration of allocated forces. Unless constricted by geographical limitations, sufficient breadth and depth are provided to secure maneuver room for all types of operations, for security, and for the operation of lines of communication.

b. The term "theater of operation," is used in United States Army publications for uni-Service purposes. The term "area of operations," prescribed for joint operations use, is synonymous with "theater of operations."

2.7. Theater Commander (U.S. Forces)

a. With the advice of the Joint Chiefs of Staff, the President, through the Secretary of Defense, establishes unified or specified commands on an area or functional basis for the performance of military missions, and determines the force structure of such commands. United States forces within a theater of operations are normally organized as a unified or specified command. This manual considers the employment of Army forces assigned to a unified command established on an area basis.

b. The commanders of unified or specified commands are responsible to the President and the Secretary of Defense for the accomplishment of the military missions assigned to them. Commanders of unified and specified commands exercise operational command over the forces assigned.

c. The terms "commander, unified command" or "unified command commander" are used in joint operations. They are synonymous with the term "theater commander" used in United States Army publications for uni-Service purposes. "Theater commander" will be used throughout this manual, and where used refers to a commander of a unified command established on an area basis.

2.8. Chain of Command (U.S. Forces)

a. The chain of command for the *strategic and operational direction* of United States forces runs from the President to the Secretary of Defense and through the Joint Chiefs of Staff to the theater commanders (fig. 1). Orders to such commanders are issued by the President or the Secretary of Defense, or by the Joint Chiefs of Staff by the authority and direction of the Secretary of Defense.

b. The chain of command for purposes *other than* the strategic and operational direction of unified and specified commands runs from the President to the Secretary of Defense to the Secretaries of the Military Departments to the Service component commanders within unified and specified commands. This chain includes the preparation of military forces, and their administration and support.

2.9. Unity of Effort

The concept of our military establishment as an efficient team of land, naval, and air forces is based upon the principle that effective utilization of the military power of the nation requires that the efforts of the separate Military Services be closely integrated. Unity of effort among the Services at the national level is obtained by the authority of the President and the Secretary of Defense exercised through the Secretaries of Military Departments and the Joint Chiefs of Staff; by the strategic planning and direction of the Joint Chiefs of Staff; and by common, joint and cross-servicing by the Military Departments.

2.10. U.S. Forces in Combined Operations

a. Combined operations involve the military forces of two or more nations operating under a single commander. U.S. forces participate in such combined operations as directed by the President.

b. When operating as a part of a combined force, U.S. forces will normally operate under the provisions of international treaty agreements. For the most part, these agreements include provisions for mutual defense in a military sense. The context and provisions concerning military alliances will vary according to the needs and capabilities of the nations involved.

c. The international agreements set forth the degrees of authority for commanders and the procedures for establishing unity of effort of combined forces. Combined operations are entrusted to a single military commander.

d. The United States component of a combined command may be a unified command, a specified command, a joint task force, or even the forces of a single Service.

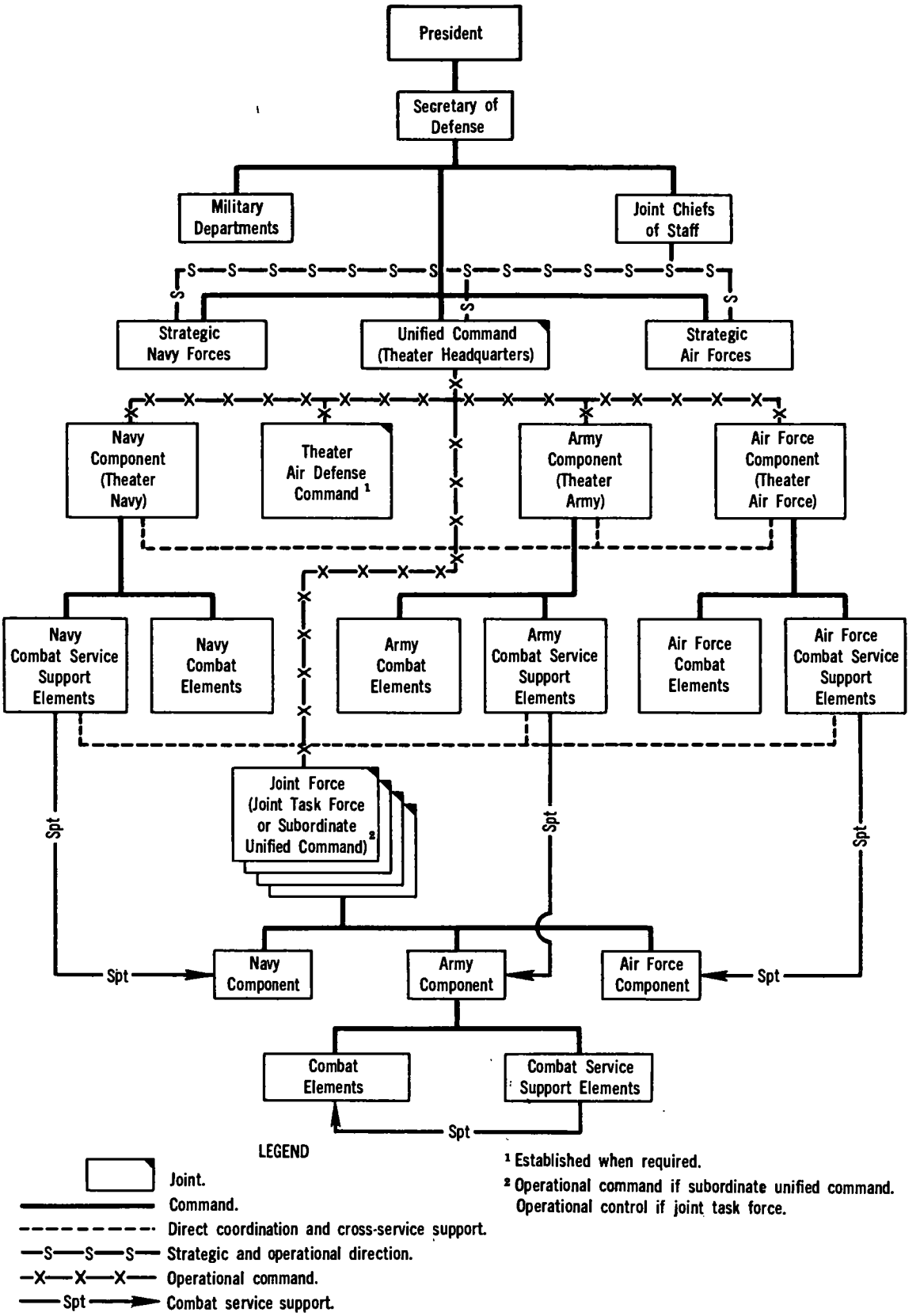


Figure 1. Chain of command for a typical theater of operations.

Section III. ORGANIZATION OF A U.S. THEATER OF OPERATIONS

2.11. Command Structure

a. The headquarters of a U.S. theater of operations is a unified command headquarters. The unified command is organized by the commander to perform his mission in accordance with the capabilities and strengths of the component elements.

b. The theater commander (unified command commander) exercises operational command of assigned forces (ch. 3, JCS Pub 2, UNAAF)—

(1) Through the Service component commanders (such as theater army commander).
(2) By establishing a subordinate unified command (when authorized).
(3) By establishing a uni-Service force reporting directly to the commander of the unified command.
(4) By establishing a joint task force.
(5) By attaching elements of one force to another force.
(6) By establishing a functional command, e.g., a theater joint air defense command.

c. Service forces within a theater are usually organized unilaterally; thus, each component force (Army, Navy, or Air Force) has its own organization for providing combat service support. Exceptions occur when support is otherwise provided for by agreement or assignments involving common, joint, or cross-servicing at force, theater, department, or Department of Defense level.

2.12. Territorial Organization

a. A theater of operations is normally divided for land force operations into a combat zone and a communications zone.

(1) The combat zone is that part of the area of operations required by the combat forces for the conduct of operations. It includes areas in which a commander is directly capable of influencing the progress or outcome of operations by maneuvers of his ground gaining elements or by delivery of firepower with the fire support systems under his control or command. Its size depends upon the mission, organization and equipment of the force involved and on the nature of the country. It may be divided for tactical control into army group, field army, corps, and division areas, each area controlled by the commander of the corresponding unit. The rear boundary of the combat zone is designated by the theater commander and is changed to conform to the movement of the field armies.
(2) The communications zone is the rear part of a theater of operations (behind but contiguous to the combat zone) which contains the lines of communication, establishments for supply and evacuation, and other agencies required for the immediate support of the field forces. The communications zone includes sufficient area for the proper operation of supply, evacuation, transportation, and service installations and for their defense. The communications zone also includes any area necessary for the operation or support of Naval or Air Force elements based outside the combat zone. The rear boundary of the communications zone is normally the rear boundary of the theater as designated by proper authority. The communications zone is divided only when required. Normal subdivisions consist of one or more advance sections and base sections and, one or more area commands. For a more complete discussion of the communications zone, see FM 100–10.

b. Territorial organization of a theater of operations varies with the type of theater, the type of forces in a theater and the nature of the operations planned.

Section IV. THEATER PLANNING

2.13. Information and Intelligence

a. The effective execution of an assigned mission necessitates careful planning and preparation. This dictates that the commander be provided with timely intelligence of the enemy and the area of operations. During peace and war, the collection production, and dissemination of intelligence is a continuing process.

b. During peace, the intelligence agencies of the armed forces and Defense Intelligence Agency in conjunction with the Central Intelligence Agency and other Federal agencies produce intelligence on the capabilities, vulnerabilities, and probable courses of action of the armed forces of foreign nations, and furnish timely warning of the nature of an impending attack on the United States and its forces abroad. Descriptive studies of foreign countries and potential theaters of operations, such as the National Intelligence Survey, are developed. These studies are used at departmental and theater level in military planning and provide a pool of basic intelligence for the field forces. Peacetime intelligence programs are designed to produce the intelligence requirement for wartime combat purposes.

c. In wartime the intelligence collection effort is focused on existing enemies and potential enemies. Emphasis at the theater level is placed on enemy order of battle, capabilities, and deployment of enemy combat forces and materiel, as these are the factors which can provide the enemy with a strong or decisive advantage.

2.14. Basis

The mission of the theater commander may be prescribed in an approved war plan, or may be stated in a letter of instructions or other orders from the President, Secretary of Defense, or the Joint Chiefs of Staff acting in the name and by the direction of the Secretary of Defense. The mission assigned usually is general in character and leaves great latitude to the theater commander. The specific plan for operations usually is formulated by the theater commander.

2.15. Scope

a. The theater commander plans far in advance and makes his operational needs known to the Department of Defense through the Joint Chiefs of Staff. His planning is projected to include the accomplishment of his mission. This may involve planning several campaigns, each including operations of considerable magnitude.

b. Each plan of campaign includes the following major elements (FM 101–5 and JCS Pub 2):

(1) Situation.
(2) The mission of the force (the objective).
(3) The course of action to accomplish the mission.
(4) Troops, special weapons and special equipment or material required.
(5) The method of assembly, location, and security of forces to be assembled for the campaign.
(6) Logistical arrangements, routes, and means of communication.
(7) The timing and phasing of the campaign, including an estimate of the time required to accomplish all necessary measures prior to and during active operations.
(8) Deception planning.

c. Decisive action results from clear-cut, comprehensive plans, based on full use of all available forces and means. The opportunity for decisive action may be foreseen initially or may arise during an operation. In either case, a flexible plan is of major importance so that the theater commander can exploit favorable developments.

2.16. Considerations

a. The mission, enemy situation, geography and local resources, including existing routes and means of communication play key roles in planning the organization and operations of theater forces. An analysis of these basic factors will dictate the division of the theater into separate areas, and the assignment of appropriate missions to the forces allocated to each area.

b. Regardless of whether the plan of campaign is prepared to meet a probable or an existing situation, there must be a detailed consideration of the mission, the relative com-

bat power, means required and available, the courses of action which will accomplish the mission, area in which the forces will be concentrated, logistical requirements, routes of communication, signal communication, and the terrain and weather within the theater. In addition to a realistic assessment of comparative strength of infantry, armor and artillery, special weapons, naval and air forces, particular consideration must be given to the capabilities for waging war with surprise tactics and means including airborne forces, unconventional warfare and infiltration. The commander must be prepared to react promptly to counter enemy employment of new weapons, tactics, or techniques.

c. In addition to those mentioned in *b* above, certain factors may play a decisive role in the employment of large forces. These factors include—

(1) Climate and terrain to include hydrography and major features, such as large rivers, lakes, marshes, heavily forested areas, and mountain ranges.
(2) The character and position of frontiers.
(3) Density of population, health hazards, available food resources, and potential refugee problems.
(4) Local resources to include transportation and communication facilities.
(5) The politico-military environment including probable reaction of the population of the area, i.e., actively hostile, neutral, friendly, or actively friendly.

d. By projecting his planning far into the future, the commander makes every effort to insure that his forces will be suitably disposed to meet the enemy at the time and in the area most favorable to the successful execution of his plan. During planning special attention is given to measures which will assure security of friendly forces and attempt to achieve surprise over the enemy at the outbreak of hostilities or at the start of new operational phases. The plan provides for a rapid concentration of means for employment in the decisive direction. It also contemplates subsequent operations to capitalize upon any success achieved initially, as well as provide for action to be taken should the results be other than those planned. The movement and employment of large forces require long-range planning and preparations. The theater commander should at the outset visualize the entire campaign. While he never loses sight of the objectives of the campaign he must concurrently attempt to foresee and evaluate the situation which may develop as a result of his planned operations. He avoids being unduly influenced by local reverses and failures.

2.17. Planning Initial Operations

a. The decisions and plans of the commander may require preliminary operations to acquire bases from which effective air and naval operations can be conducted.

b. Theater forces are not always moved directly against the enemy's main forces but may be advanced toward some locality containing the essentials of his national life, forcing the enemy to move to its defense, or to abandon important territory or areas of military advantage to him.

c. An objective may be selected which if attacked, places the enemy in an unfavorable position for decisive battle. Such a situation may exist where the terrain prevents the enemy from employing a certain important type of combat power in which he is superior, or where the enemy is denied room to maneuver his troops in battle. Enemy forces may be subject to defeat in detail if an objective is selected which requires the enemy force moving to its defense to use separate avenues of advance beyond mutual supporting distance of each other.

2.18. Effect on Larger Unit Commanders

Theater plans provide guidance in appropriate detail on the conduct of operations by the components of theater forces to insure unity of effort. Hence, theater plans affect the larger unit commander by directing his efforts and defining the magnitude of his task in terms of area, operational scope, and logistical means.

PART TWO
THEATER ARMY
CHAPTER 3
ORGANIZATION AND FUNCTIONS

Section I. GENERAL

3.1. Organization

a. U.S. theater army consists of a headquarters commanded by the Army component commander of a unified command, and the individuals, units, detachments, organizations or installations as may be placed under his command and which are assigned to the operational command of the theater commander. Other individuals, units, detachments, organizations or installations may operate directly under the theater army commander in his Service role, and contribute to the mission of the theater commander.

b. Theater army is organized to perform strategic, tactical and administrative operations.

c. Theater army consists of the headquarters elements necessary to provide command; it may include a variable number of field armies or army groups, a theater army logistical command (TALOG), a theater army air defense command (TAADC), and a theater army civil affairs command (TACAC).

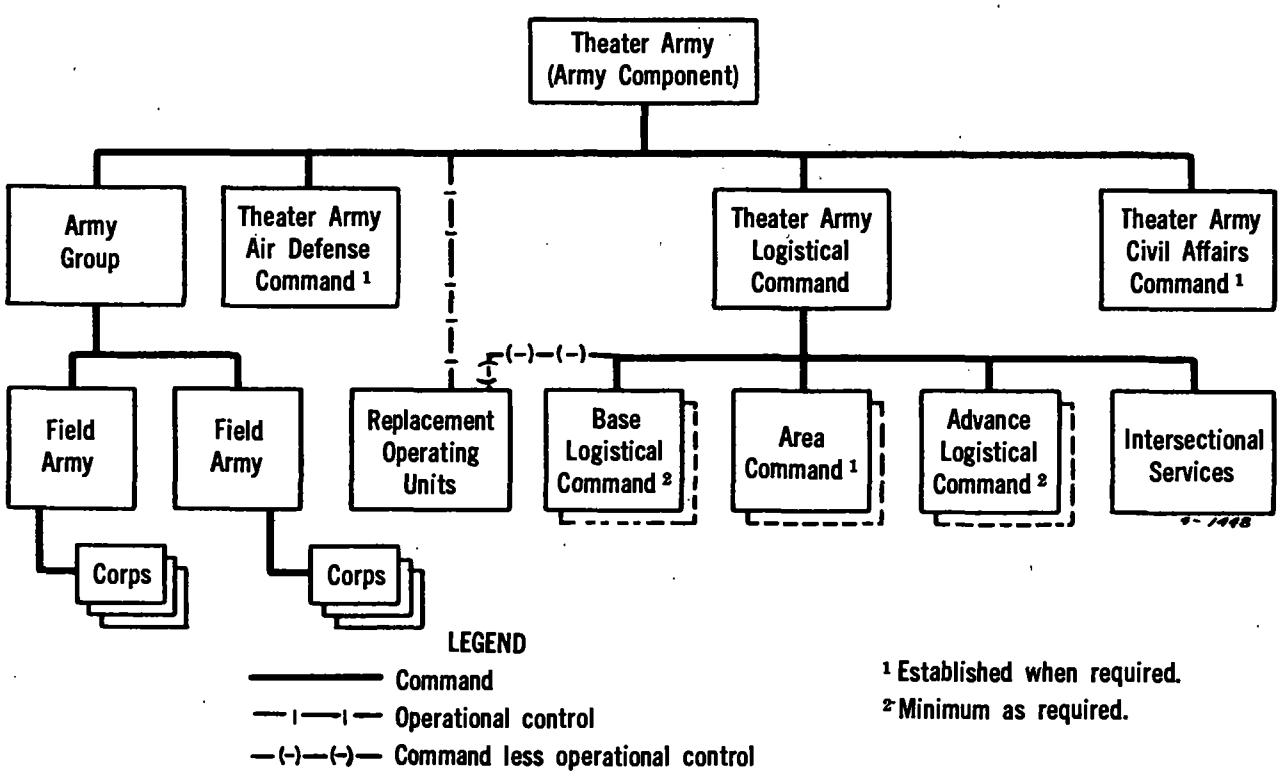


Figure 2. Theater army organization (large theater of operations).

3.2. Concept of Organization

a. The concept of organization of army forces is that each echelon of command has a specific and essential place in the creation and employment of an effective fighting force; no echelon usurps or duplicates the role of the next lower echelon. In the event any echelon described in this section is not established, its functions are assigned to an established echelon.

b. The theater army commander organizes the Army component from the forces assigned by the Department of the Army as specified by the Joint Chiefs of Staff (JCS) and approved by the Secretary of Defense. The primary task of theater army is to develop and employ assigned forces in support of the mission of the theater commander and to support them administratively and logistically.

3.3. Operational Mission

The operational mission of U.S. theater army is to carry out the strategic plans and instructions of higher headquarters. Theater army translates such plans or instructions into combat plans for the theater army's normal agencies of execution. Such plans are issued to subordinate commanders in the form of broad directives or letters of instruction. They indicate the overall plan of maneuver, the phasing of actions, the forces and supplies available to each command, the support available from theater navy and theater air force, and the missions of each subordinate command. Development of more detailed tactical plans is left to the commanders of the army groups and field armies.

3.4. Administrative Mission

The administrative mission of U.S. theater army is to—.

a. Organize and operate the necessary supply, maintenance and services for combat service support of U.S. Army forces in the theater. This entails long-range planning, estimates of personnel and logistical requirements, and efficient use of means. It requires close liaison with collateral and higher headquarters, and with commands directly subordinate to U.S. theater army. The theater army commander is responsible for materiel readiness of Army equipment. He normally assigns territorial responsibility to subordinate commanders.

b. Operate the theater army replacement system (TARS).

c. Supply common items and common services to U.S. Air Force and U.S. Navy elements within the theater as provided for by agreements or assignments.

d. Provide logistical support to civilians and other agencies and forces as directed.

e. Allocate critical and regulated items of supply.

f. Provide engineer construction support to United States Navy, United States Air Force, and allied forces as provided for by agreements and assignments.

Section II. THEATER ARMY COMMANDER

3.5. Command

a. With the exception of the theater commander and members of his joint staff, the senior U.S. Army officer assigned to the unified command and qualified for command by Army regulations is designated as the theater army commander unless another officer is so designated by proper authority.

b. The theater army commander normally commands all U.S. Army forces assigned to the theater except those assigned to a subordinate unified command established by the theater commander, to a uni-Service command reporting directly to the theater commander, to a joint task force, or to a functional command attached or established by the theater commander. When Army forces are assigned to such theater subordinate commands, the theater army commander designates the specific units and their commanders to be so assigned. Such units revert to the command of the U.S. theater army commander upon direction of the theater commander.

c. In a theater of operations in which U.S. Army units are part of a combined force, the strategic and tactical direction of U.S. army groups and field armies normally originates from headquarters other than U.S. theater army. In such a theater the U.S. theater army commander may also be designated as the com-

bined land force commander, or may be assigned no responsibility for combat operations. If the U.S. theater army commander has no responsibility for combat operations, the U.S. theater army headquarters becomes primarily an administrative and logistical headquarters for the support of U.S. Army forces. Exceptionally, the theater army commander may be assigned to direct U.S. land force operations. In a theater where a U.S. unified command operates independently from a combined command, the U.S. theater army commander may be assigned responsibility to direct the tactical and combat service support operations of all U.S. Army forces.

3.6. Relationship With the Theater Commander

a. The U.S. theater army commander is responsible for making recommendations to the theater commander on the proper employment of the Army component, and for accomplishing such operational missions as the theater commander may assign.

b. The U.S. theater army commander is responsible within his command for—

(1) Internal administration and discipline, except where these functions are of joint interest or where the responsibilities of the theater commander are affected.

(2) Training in Army doctrines, techniques and tactics.

(3) Logistical functions normal to the Army component, except as otherwise directed by higher authority.

(4) Employment of the forces of his component.

(5) Army intelligence matters.

c. The U.S. theater army commander operates Army combat service support systems in accordance with Department of the Army instructions, subject to the directive authority of the theater commander. The directive authority of the theater commander is intended to insure effectiveness and economy of operation and to prevent unnecessary duplication of facilities and overlapping of functions among the Service components. The theater commander's authority in the area of administration extends to the coordination of—

(1) Acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel.

(2) Movement and evacuation of personnel.

(3) Acquisition or construction, maintenance, operation, and disposition of facilities.

(4) Acquisition or furnishing of services.

3.7. Relationship With the Chief of Staff, U.S. Army

The U.S. theater army commander communicates directly with the Chief of Staff, U.S. Army on uni-Service matters relating to administration, personnel, training, logistics, communications, doctrine, and combat developments, and on intelligence matters primarily of Army interest.

3.8. Relationship With Collateral Commands

The theater army commander coordinates his operations with those of theater navy, theater air force, and other major subordinate commands of the theater (fig. 1). When a joint task force is organized, the theater army commander is responsible for providing combat service support to the U.S. Army component of the joint task force, and to other components of the task force as directed by the theater commander.

3.9. Theater Army Staff

a. Theater army staff activities are devoted to policy planning and coordinating operations rather than to conducting operations. Staff officers work in close coordination with their counterparts in the other Service components and with the theater headquarters staff.

b. Responsibility for the conduct of logistical operations in the communications zone is assigned to the commander, theater army logistical command. The theater army G4 and other theater army staff officers normally perform no operation functions. They are primarily concerned with planning at the theater army level, and with the formulation of policy.

Section III. THEATER ARMY AIR DEFENSE COMMAND

3.10. General

The theater commander is responsible for the air defense of the theater. He may organize a theater air defense command, whose commander exercises the authority of the theater commander in the coordination of air defense forces in the theater. Commanders at all echelons are responsible for the security of their commands to include air defense.

3.11. Mission and Organization

The commander, theater army air defense command, exercises command (less operational command or control exercised by the theater air defense command commander) over Army air defense means in the communications zone. The theater army air defense command, when established, is provided combat service support by theater army. The organization of the theater army air defense command is governed by operational requirements, the numbers and types of troops available, and the organization of the theater joint air defense command. (For a detailed discussion of the theater army air defense command, see FM 44–1.)

Section IV. THEATER ARMY LOGISTICAL COMMAND

3.12. Mission

The theater army logistical command (TALOG) provides logistical support to all U.S. Army forces located in the theater, and to such theater navy, theater air force, allied, and other forces as directed. In a small theater of operations TALOG may have responsibility for personnel replacements and civil affairs.

3.13. Organization and Functions

a. TALOG is a major subordinate command of theater army.

b. The theater army commander normally has territorial responsibility for both the combat and communications zones. He usually assigns territorial responsibility for the communications zone to the commander TALOG.

c. For a detailed discussion of TALOG, see FM 100–10 and FM 54–1.

Section V. THEATER ARMY CIVIL AFFAIRS COMMAND

3.14. Basis

a. A theater army civil affairs command (TACAC) may be established as a major subordinate command of theater army.

b. If a theater army civil affairs command is established by the theater army commander, civil affairs authority in the communications zone is normally delegated to the commander, TACAC. Civil affairs authority in the combat zone is normally delegated to the commander of the army group or field army during combat operations.

3.15. Mission

a. The mission of the TACAC, when established, is to—

(1) Support military operations.

(2) Fulfill obligations arising from treaties, agreements, or customary international law as the agent of the theater army commander in the area placed under its jurisdiction.

(3) Support and implement national policies.

(4) Provide for the transfer of responsibility from the military commander to a designated civil agency of government.

b. The TACAC headquarters provides civil affairs support to the theater army by—

(1) Formulating plans, procedures and programs for CA operations in comformity with plans, directives and policies provided by the theater army commander or higher authority.

(2) Instituting and directing CA operations within assigned area of responsibility.

(3) Deploying, administering and supervising appropriate CA units and per-

sonnel required to accomplish the CA mission.

(4) Providing appropriate CA units to other commands.

3.16. Joint and Combined Operations

a. A U.S. Army civil affairs organization of the TACAC type may be required to support U.S. Navy, U.S. Air Force, joint task force or combined command operations, or to support a civilian agency having primary political and economic responsibilities in the area. In joint operations, the U.S. Army civil affairs command (CA Comd) may be placed under the operational control of the senior military commander, or may be directly subordinate to the senior U.S. army commander.

b. In combined operations the mission, responsibilities and authority of the TACAC or major U.S. Army CA Comd within the area of operations stem from U.S. and allied policy and the combined command organization.

c. For a detailed discussion of the TACAC see FM 100–10 and FM 41–10.

Section VI. THEATER ARMY REPLACEMENT SYSTEM

3.17. General

a. The Army personnel replacement system is responsible for obtaining and distributing individuals and units required to maintain the strength of the Army world-wide. The theater army replacement system (TARS) consists of theater army elements responsible for the in-theater processing and training of replacements, including hospital returnees and rotated individuals and units. The TARS operates under the theater army commander.

b. The personnel replacement system is designed to insure dependable and timely arrival of properly qualified individual and unit replacements. Replacements for losses, individual and unit, must be readily available to maintain combat effectiveness.

c. Organization for replacement operations in theater and field armies is dependent upon the size and geographical dispersion of the force being supported, nature of the conflict, transportation available, area of operations, and replacement resources.

3.18. Mission

The mission of the TARS is to provide personnel replacement support to theater army and to support other Services and allies as directed.

3.19. Organization

a. The theater army replacement system operates directly under the theater army headquarters.

b. Replacement companies, battalions, and when necessary, groups are the TARS replacement operating units. Replacement operating units of TARS may be attached to TALOG (or to appropriate major subordinate commands of TALOG). Replacement operating units located in the combat zone and in direct support of corps and field armies operate under control of the field army commander.

c. For a detailed discussion of the TARS, see FM 100–10.

Section VII. MAJOR SUBORDINATE COMMANDS IN THE COMBAT ZONE

3.20. Army Group

a. The army group is a major subordinate command of theater army. The army group is normally established only in a large theater of operations in which the land force comprises two or more field armies.

b. In a theater of operations in which U.S. Army units are a part of a joint or combined force, the army group will normally function under the operational direction of superior joint or combined land force headquarters. Exceptionally, the army group may function under the operational direction of theater army.

c. Army group organization and functions are covered in detail in chapter 5.

3.21. Field Army or Independent Corps

a. In the event an army group is not established, a field army or an independent corps may be established as a major subordinate command of theater army.

b. In small theaters, the field army or inde-

pendent corps may be the Army component of the theater. In such cases, the concepts of organization, mission and functions outlined in this chapter are applicable to the smaller theater, modified as necessary to satisfy the requirements of a particular theater. When a field army or a corps is the major Army component of a theater, its normal preoccupations with the combat mission may preclude the assignment of theater army responsibilities. In that case a small theater army headquarters is usually established. When the field army or corps is assigned theater army responsibilities, tactical direction may be exercised by the theater headquarters.

c. The organization, functions, and operations of the field army are covered in chapter 6.

CHAPTER 4

THEATER ARMY PLANNING

4.1. General

a. Planning by theater army supports the plans of the theater commander. Consequently, much of the discussion in chapter 2 is relevant to theater army planning and should be considered as guidance in such planning.

b. This chapter refers to theater army planning in a theater in which a U.S. unified command operates independently from a combined command. However, the principles discussed herein are applicable to theater army planning in a combined force theater where the U.S. theater army commander has been assigned responsibility as the combined land force commander or has been assigned responsibility to direct U.S. land force operations. If the U.S. theater army commander is assigned no responsibility for combat operations, theater army planning is directed primarily toward providing combat service support to all U.S. Army forces in the theater.

4.2. Information and Intelligence

a. The Department of the Army keeps commanders of field forces advised of pertinent political, economic, and military information of potential enemies to include ground, air, and naval order of battle, enemy capabilities and probable courses of action. Commanders of field forces require such information and intelligence to insure that the forces under their command are prepared at all times to cope successfully with changes in the strategic and tactical situation. All intelligence agencies focus their attention on obtaining early warning of impending hostile action. Plans of the theater army commander are based upon intelligence provided by higher headquarters and by intelligence agencies within theater army forces.

b. In wartime, the intelligence agencies of the field forces are concerned primarily with obtaining complete information about the hostile forces confronting them, or about those capable of intervening in current or planned operations as well as information concerning the weather and the terrain in areas of actual and projected operations. Correct evaluation and interpretation of this information and its integration with that provided by the Department of the Army assists in providing a sound basis for planning and executing theater army operations.

4.3. Basis for Planning

The theater army commander receives his missions from the theater commander. These missions, appropriately phased with respect to time and physical accomplishment, are a part of the theater campaign plan.

4.4. Theater Army Estimates

U.S. theater army prepares estimates to determine the best course of action for the conduct of the campaign and for the accomplishment of each specific mission which forms a part of the campaign. After determining the course of action to be adopted, theater army prepares an analysis of the Army forces, means, and the support of other Services required to accomplish the mission. This analysis of requirements is of major importance at this level of command because it will be the basis for determining the allocation of Army forces and resources to the theater by the Department of Defense through the JCS and, in turn, by the Department of the Army.

4.5. Requirements

In making his plans to support the theater plan, the theater army commander is strongly influenced by the guidance of appropriate Department of the Army plans which affect his force structure. Therefore, the theater army commander keeps the theater commander and the Department of the Army continually apprised of future requirements for troops, special weapons, intelligence and logistical support. The theater army commander analyzes, compares, and recommends ways to resolve differences between his estimated requirements and the Department of the Army planned allocations. The recommendations to the theater

commander, or to the Department of the Army may propose—

a. A change in the theater army troop, special weapon, and logistical allocations.

b. A change in the theater army mission with respect to scope or time phasing or objectives.

c. The acceptance of a greater calculated risk on certain missions.

d. A change in the type and amount of support to be rendered to Army forces by theater or strategic Navy and Air Force forces.

e. A change in the support to be rendered by theater army to theater navy or theater air force forces.

4.6. Long Range Plans

The theater army commander, within the theater campaign plan, projects his planning for specific operations as far into the future as is practicable. Planning for future operations is continuous. Once a plan for a specific operation has been completed, it is kept current as required by the changing situation. Theater army plans are used as the basis for long-range planning by major subordinate commanders, both operational and administrative.

4.7. Operational Directives

a. As the time approaches for the issuance of directives for an operation, the original estimate for the operation and the details of the plan are reviewed and revised directives to subordinate commanders are prepared and issued. The theater army commander and staff discuss proposed directives and plans throughout their developments with the major subordinate commands.

b. The directives issued by the theater army commander to subordinate commanders are broad in scope. They indicate the overall theater army scheme of maneuver; the intelligence available; the phasing of the actions; the forces, nuclear weapons, and supplies available to each command; the support from theater navy or air force available; and the specific mission of each major subordinate command. The detailed tactical plans within the army group or field army boundaries are properly left to the commanders of those forces. In general, the theater army commander assigns each subordinate commander a mission, gives him every required means available, and holds him responsible for the accomplishment of that mission.

4.8. Coordination With Other Commands

a. The theater army commander maintains close liaison with the theater navy and air force commanders. Operational and logistical support plans are coordinated with the plans of the other Service components in the theater before orders are issued. This is particularly necessary where close cooperative effort is required by the theater plan.

b. The theater army commander insures appropriate liaison and coordination of plans at lower levels of command. Concurrent planning by theater army and its major subordinate elements is often not only desirable but necessary.

c. Planning at army group, field army and corps is covered in chapters 5, 6, and 7 respectively; planning at TALOG and TACAC is covered in FM 100–10, and at TAADC is covered in FM 44–1.

PART THREE

OPERATIONS THEATER ARMY FORCES

CHAPTER 5

ARMY GROUP

5.1. General

This chapter pertains to a U.S. army group composed of U.S. Army units operating in a theater where the U.S. theater army commander is responsible for directing U.S. land force operations. The principles discussed herein are also applicable to an army group containing allied units or operating under the direction of a combined force headquarters.

5.2. Organization

a. The army group is organized for strategic and tactical operations. It provides the overall operational direction to translate the directives of theater army into combat action. The army group is primarily a tactical unit with limited combat service support responsibilities.

b. The army group consists of a headquarters and headquarters units necessary for command and communication, two or more field armies, and in some situations independent corps and separate divisions (fig. 3).

c. The composition and strength of the forces assigned to the army group are determined by the theater army commander based upon his plans for conducting the campaign and for the accomplishment of each of the operations which make up the campaign, the mission assigned to the army group, the characteristics of the area of operations, and the probable hostile resistance to be encountered.

5.3. Command

a. The commander of an army group is designated by the Department of the Army or by the theater army commander.

b. The theater army commander normally assigns territorial responsibility for the combat zone to the army group commanders, which includes responsibility for rear area security, area damage control, and traffic control. The army group commander in turn, normally assigns this territorial responsibility to the field army commanders.

5.4. Army Group Headquarters

a. There is no TOE published for an army group headquarters; therefore the headquarters will normally be established as a table of distribution (TD) unit, tailored for a specific operation or campaign.

b. The headquarters of an army group is normally echeloned, with a relatively small rear echelon organized primarily to handle administrative matters concerning the support of the main echelon. A tactical command post may be organized based upon the immediacy of tactical decision requirements and the adequacy of the communication system.

5.5. Staff

a. The U.S. Army general staff organization is used at army group headquarters. The army group general staff provides policy, control,

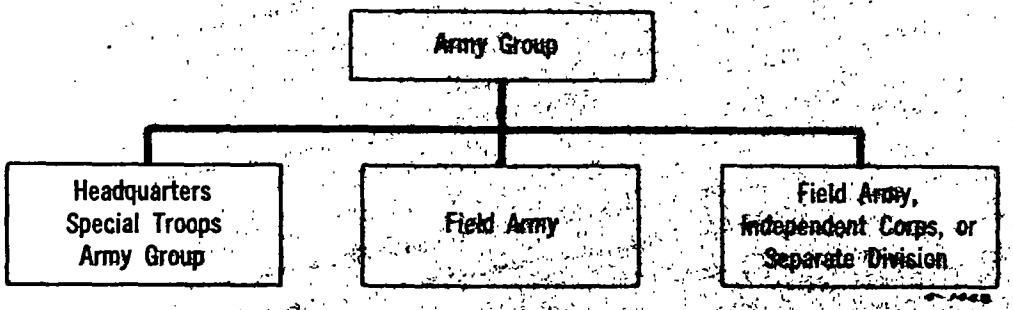


Figure 3. Organization of a representative army group.

coordination, and direction in the fields of personnel and administration, intelligence, operations, logistics, and civil affairs. The organization and functions of the general staff sections approximate those of the field army or corps. Differences result from the fact that the army group is less concerned with the specific details of smaller unit actions, and more concerned with the control and allocation of means for a longer time frame and over a greater area.

b. A special staff of appropriate technical and administrative service staff officers is provided in the army group organization.

5.6. Strategic and Tactical Missions

The strategic and tactical missions of the army group are:

a. To implement the broad strategic plans and instructions of theater army headquarters by translating such plans into operational plans capable of execution by the field armies.

b. To direct all land force operations within the boundaries of the army group area. The army group provides long-range operational direction to its major subordinate commands and assigns responsibility for the execution of these tasks to the commanders of these major subordinate commands.

5.7. Administrative Functions

The army group is primarily a tactical unit, and as such, normally does not operate combat service support installations. Army group does—

a. Establish priorities for supplies and credits for its assigned and attached units.

b. Establish priorities for movements, and insure adequate movements control and traffic control.

c. Establish priorities for the allocation of replacements to major subordinate commands.

d. Allot available service troops to major subordinate commands.

e. Normally control the allocation of ammunition to major subordinate commands, and may control the allocation of other items and services in accordance with assigned tactical missions.

f. Ascertain that subordinate units are adequately supported by theater army.

g. Recommend to the theater army commander the location of the rear boundaries of its field armies.

h. Insure compliance with supply and maintenance policies pertaining to its assigned field armies.

i. Estimate the overall administrative requirements to support army group operations, and recommend to the theater army commander for the allocation of appropriate means.

j. Assign territorial responsibility to its field armies.

5.8. Planning and Conduct of Operations

a. The army group prepares plans for the army group operations. These plans include the assignment of zones of action or sectors of responsibility to the field armies and other major subordinate elements, the army group commander's concept of operation, the allocation of means to the field armies, the assignment of broad missions and objectives to field armies and other major subordinate elements, and the necessary measures for the coordination of the movements and efforts of the major elements of the army group. The army group allocates to the field armies additional troops, special weapons, and combat service support which have been provided by higher headquarters. Orders to the field armies normally are published in letters of instructions. The more detailed tactical plans for the execution of the army group plans are left to the field army commanders.

b. Both long-range strategic planning and short-range planning is carried on simultaneously by the army group. During the conduct of current operations, the army group plans future operations, weeks and months ahead. In the conduct of its operations, the army group uses all the personnel and materiel resources under its control. In some instances rear area security problems may require the army group to dispatch troops into the communications zone. In such event, the command of these troops may be retained by the army group, or may pass to the commander of the local security forces in the communications zone, as the theater army commander directs.

5.9. Tactical Air Support of Ground Operations

a. Air units are employed in the role of tactical air support of land forces for the purpose of assisting the land force campaign by conducting air operations which will impair the ability of the enemy to continue sustained resistance. Air operations are designed to gain and maintain air superiority, obtain information of enemy forces and terrain inaccessible to land forces, provide close air support to the land forces, and isolate the battle area.

b. Counterair operations are conducted to gain and maintain air superiority in order that essential air, sea, and land operations may be conducted against the enemy with minimum loss of effectiveness, personnel or materiel as a result of enemy air action.

c. Close air support operations are conducted within the combat zone at the request of the field army and subordinate commanders against targets capable of interfering with the combat operations of friendly forces. Close air support operations are carefully integrated with the fire and maneuver plans of land forces. Normally close air support is not requested on targets the destruction of which is within the means and capabilities of available ground weapons unless the additional fire power delivered by the aircraft will produce decisive results. Close air support may include support to special warfare operations.

d. Air interdiction operations are designed to destroy, neutralize, harass, or immobilize enemy installations, facilities and units close to or within the battle area. Ground targets will normally be attacked in the combat zone only if specifically requested by the land forces, or after coordination with the land force commander to integrate the air interdiction program with the fire plan of land forces, and to insure troop safety.

e. Tactical air reconnaissance operations provide one of the primary means available to the land force commander for obtaining timely information of enemy troop movements, operations and concentrations, and of terrain not under friendly control. The requirement for such information exists prior to the initiation of an operation and continues throughout the campaign.

5.10. Coordination of Air-Ground Operations

a. An army group and a tactical air force are assigned complementary missions in the same general areas of responsibility. The army group conducts land operations within its assigned boundaries and the tactical air force conducts air operations in the same general area, each in furtherance of its portion of the common mission. The tactical air force area of operation will extend deeper into enemy territory than that of the army group in order to exploit the long-range capabilities of Air Force weapon systems. Each commander is provided with facilities for control and coordination of his tactical operations; each commander must insure that the needs and requirements of the other are considered in formulating plans and conducting operations.

b. Planning at army group-tactical air force level is coordinated to insure maximum effective use of the tactical air effort made available for support of the army group. Air-ground planning at this level is coordinated through the normal interchange of information between the two staffs, and through command liaison between the two headquarters.

c. The air operations center at tactical air force headquarters, with appropriate liaison from army group, provides for the broader aspects of planning, controlling and coordinating tactical air support operations. At army group the air-ground system consists of G2 and G3 air personnel, photo interpreter teams, communication personnel and equipment, and liaison personnel. Planning is broad in nature with detailed planning accomplished at field army and lower echelons.

d. The tactical air force commander, based upon his missions, forces available and army group preplanned requirements, determines the amount of air effort to be made available for the support of the army group for a specified period of time. These preplanned requirements are a consolidation of the field army air support requirements and are forwarded to army group after detailed coordination between the field army headquarters and the tactical air force agency established to support the field army.

e. After the tactical air force commander has determined the air effort to be made avail-

able for support of the army group, the army group commander determines that portion of the available air effort to be allocated to each field army. The tactical air force commander then allocates the air effort, in accordance with the desires of the army group commander, to the tactical air force agency supporting the field armies. The air support to be made available to each field army is expressed in sorties for a specified period of time. If it becomes necessary to concentrate the air effort in a particular field army area, the tactical air force commander may reallocate the air effort based upon the desires of the army group commander.

f. For a discussion of air-ground operations at field army level, see chapter 6.

g. Fundamental doctrine relative to Army participation in joint airborne operations is contained in FM 57–10.

5.11. Navy and Marine Corps Participation

a. The Navy and Marine Corps have primary interest and responsibility in amphibious operations and land operations incident to the prosecution of a naval campaign, including air operations relative thereto. For a detailed discussion of Army participation in amphibious operations see FM 31–11 and FM 31–12. For a discussion of the fundamental doctrine relative to Army shore-to-shore operations, see chapter 16, FM 31–12.

b. The Navy and Marine Corps may, as a collateral mission, participate in air operations incident to a land campaign. Normally the preponderance of the air effort is provided by the Air Force; Navy and Marine Corps forces may assist in this effort.

c. If the Navy or Marine Corps forces are providing the preponderance of the air effort in support of ground operations in a land campaign, air-ground operations will be conducted in accordance with the Navy and Marine Corps system for tactical air direction and control.

5.12. Army Group Reserve

a. The retention of a maneuver element in army group reserve depends upon the tactical plan of the army group commander, missions assigned to the field armies, the characteristics of the area of operations, the availability of friendly forces, and the enemy capabilities and probable courses of action. Normally because of the lack of forces to form reserves at army group, the army group will not retain a maneuver element in reserve. Newly arrived units in the theater, or units being rehabilitated and retrained may be considered the army group reserve.

b. Army group may retain a reserve of special weapons from the allocation it receives from the theater army. Some of these weapons may be delivered by the Air Force for army group. Such employment is normally integrated with the interdiction mission of the tactical air force.

CHAPTER 6
FIELD ARMY

Section I. GENERAL

6.1. Introduction

This chapter pertains to a U.S. field army composed of U.S. Army units operating under a U.S. army group, or directly under U.S. theater army where the theater army commander has been assigned responsibility for direction of U.S. land force operations. The principles discussed herein also apply to a field army containing allied units or operating under the direction of a combined force headquarters.

6.2. Organization

a. The field army is a tactical and administrative organization composed of a headquarters, certain assigned army troops, a variable number of corps, and a variable number of divisions.

b. The composition of a field army is not fixed; however, the field army headquarters, headquarters company, and special troops are organized under the TOE 51-series. Units are assigned or attached to the field army by U.S. theater army or army group and this assignment is relatively permanent. The field army may further assign units to the corps (relatively permanent) or may attach them to the corps (relatively temporary).

c. The type and number of troop units assigned or attached to the field army by higher headquarters are based upon the field army mission, the characteristics of the area of operations, the availability of units and the type of operations contemplated. The field army structure demonstrates organizational flexibility since it is tailored for a specific mission or operation. For example, the troop list of a field army intended for combat in jungle areas differs considerably from that of a field army tailored to fight in the arctic or on a large land mass.

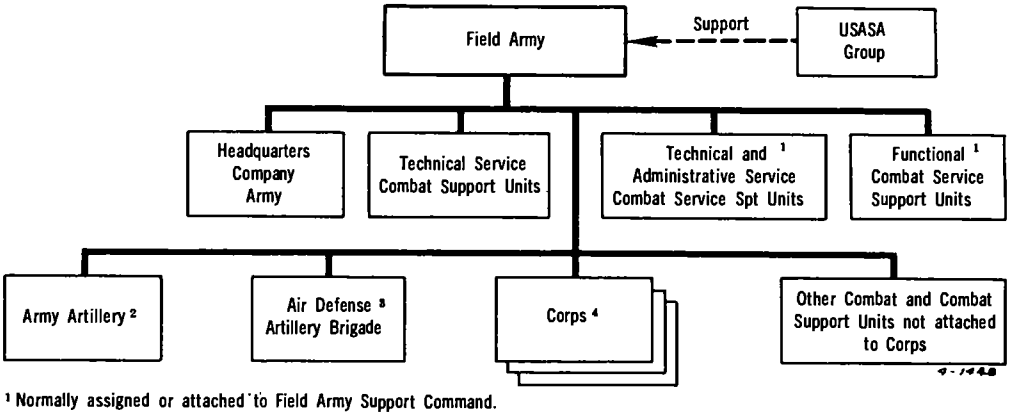
d. It should be noted that the overall combat power of a field army is not restricted to that provided by the attached or assigned Army units. This combat power is normally enhanced by supporting forces of the Army and of the other Services.

e. An example of a possible field army is shown in figure 4.

6.3. Field Army Headquarters and Staff

a. The headquarters of a field army is organized under TOE 51–1. This headquarters is augmented as required by the situation.

b. When engaged in combat operations, the field army headquarters is usually organized in three echelons: the main echelon, called the



[1] Normally assigned or attached to Field Army Support Command.
[2] HQ & HQ Btry plus FA Group HQ and Battalions not attached to Corps.
[3] HQ ADA Brigade plus ADA Group HQ and Battalions not attached to Corps.
[4] For organization of a type corps see Fig 6.

Figure 4. Example of a possible field army.

command post; the rear echelon; and the tactical command post. See FM 101–5 for a discussion of the echelonment of headquarters.

c. The U.S. Army general staff organization is used at field army headquarters. The chief of staff supervises, directs, and coordinates the work of the general and special staff (FM 101–5).

6.4. Field Army Tactical Operations Center

To assist the field army commander in coordination of current operations, a field army tactical operations center (FATOC) may be established. The FATOC is discussed in detail in FM 101–5 and Department of the Army Training Circular 101–2.

Section II. PLANNING

6.5. General

a. Field army planning supports the plans of the next higher headquarters—the army group, U.S. theater army, a joint task force headquarters, or a combined force headquarters. The field army commander is normally kept advised of contemplated army group operations, and in turn keeps his major subordinate commanders advised of contemplated field army operations in order that these commanders can commence their own planning.

b. Field army planning is projected well beyond current operations. While one operation (or phase of the higher echelon campaign), which may extend over many days or weeks, is progressing, the field army staff plans the next two or three operations or phases.

c. Planning at the field army level requires continuous and reliable intelligence as to the strengths, dispositions, composition, and probable courses of action of hostile forces. All of the information gathering agencies available to the field army are employed to secure data concerning the enemy forces opposing his command as well as those located in other areas and capable of affecting the execution of the planned field army operation.

6.6. Missions

The field army normally receives its mission from the army group (or other appropriate higher headquarters) in a letter of instructions. The mission assigned to a field army is usually very broad, thus permitting the field army commander great latitude in accomplishing it. A thorough mission analysis is required to determine the included tasks which are not specifically delineated in the letter of instructions but which must be accomplished if the overall mission is to be accomplished.

6.7. Commander and Staff Actions

a. The sequence of commander and staff action in planning field army operations is no different than that used at lower echelons, and follows the procedures outlined in FM 101–5. Reference in this manual to the commander's concept of operation is specifically directed to paragraph 3*a* of the operation order which states the commander's intent and visualization concerning the progression or flow of the operation.

b. Following his mission analysis, the field army commander issues his planning guidance to his staff to be used as a basis for the staff estimates. In developing his initial staff planning guidance, the commander considers the requirements of all members of the general staff. In addition he may provide guidance to the special staff, especially to the artillery commander and the air defense artillery commander. Planning guidance is covered in greater detail in FM 101–5, and the nuclear aspects are further amplified in FM 101–31–1.

c. Staff estimates assist the commander to choose the best course of action to accomplish his mission. The field army commander considers the staff estimates, makes his own estimate, and arrives at his decision, which he amplifies as necessary for clarity and understanding. The commander's decision is the basis for preparation of the concept of operation (par. 3*a*, operation order), the concept of operation becomes the basis for the preparation of the field army operation order. The concept of operation treats such matters as the development or phasing of the operation, the scheme of maneuver, fires (including nuclear, biological, chemical, naval and air), and other measures of significance to the entire unit. The staff prepares the detailed plans and the field army

commander approves the plans for publication. For a discussion of phasing, see paragraph 6.8 below.

d. After the field army commander announces his concept of operation and the staff begins the preparation of the operation order, he must determine the additional enemy information needed to insure successful accomplishment of the mission.

6.8. Phasing a Field Army Operation

a. A phase is a distinct period or subdivision of an activity or operation at the conclusion of which the nature and characteristics of the action change, and another type of action is initiated. Phasing is an asset in planning and controlling an operation.

b. A field army frequently phases its operation when:

(1) A reorganization or major regrouping of forces is planned.

(2) Major adjustments are envisioned in logistical support; or,

(3) A change in the nature of the operation is contemplated.

c. Considerations which affect phasing include the distance to the final objective, the enemy capabilities and probable courses of action, friendly force dispositions, characteristics of the area of operations, and the adequacy of logistical support. Any one, or combination, of these factors may dictate the duration of the operation and the resultant phasing.

6.9. Scope of the Field Army Operation Order

The field army operation order will normally prescribe the details of the first phase of an operation and provide outline instructions for succeeding phases. The field army develops and publishes separate orders at the appropriate time to cover each of the subsequent phases.

Section III. OPERATIONAL CONSIDERATIONS

6.10. General

The field army allocates combat power to the corps according to the needs of each corps to enable it to accomplish its assigned mission. This allocation will usually include:

a. Maneuver units to include divisions, armored cavalry regiments, and separate brigades.

b. Conventional fire support to include field artillery and air defense artillery.

c. Nuclear weapons.

d. Chemical and biological weapons.

e. Tactical air support including Air Force, Navy and Marine Corps.

f. Naval gunfire support.

g. Electronic warfare.

h. Other combat support to include Army aviation, engineer, signal and psychological warfare support.

6.11. Maneuver Units

a. Divisions. Infantry, mechanized, airborne and armored divisions may be assigned to the field army in any combination. Field army further attaches divisions to the corps in any combination to tailor the corps for the scheduled operation. Divisions may be retained in field army reserve (par. 6.25). Division operations are covered in FM 61–100.

b. Armored cavalry regiment. The armored cavalry regiment may be used as a field army rear area security force, attached to the corps, or held in field army reserve. The attachment of an armored cavalry regiment to each corps is normal. Armored cavalry regiment operations are covered in FM 17–95.

c. Brigade separate. A separate brigade headquarters may be assigned to the field army. Infantry, mechanized, airborne, or tank battalions, in any combination, may be attached to the brigade. The brigade may be used as a rear area security force, as part of the field army reserve, or to augment the combat power of one of the corps by attachment thereto.

6.12. Fire Support

a. General. In nonnuclear operations maneuver is the dominant element. The commander plans his scheme of maneuver and develops the fire plan to support it. In Nuclear operations initially nuclear firepower may dominate the battlefield. In this case, the commander may plan the employment of his nuclear weapons

and develop the scheme of maneuver to exploit the nuclear fires.

b. Field army fire support means. Field army fire support means consist of artillery firing high explosive munitions and nuclear munitions in a surface-to-surface, or in a surface-to-air role. Chemical and biological munitions may be delivered by any of the fire support means available to the field army. Army means are normally supplemented by tactical air support from the Air Force, Navy or Marine Corps (par. 6.16), and naval gunfire support (par. 6.17).

c. Field artillery. Except for the field army long-range ballistic missile delivery systems, the field army normally allocated all of its field artillery to the corps for control or further allocation.

d. Air defense artillery.

(1) The field army commander will normally be delegated authority by the regional air defense commander for control and operational employment of organic Army air defense means within the field army area. He retains a portion of the air defense artillery under his control. The field army commander may assign responsibility for the air defense of the corps against low and medium altitude attack to the corps commander and provide him the means to accomplish the mission. Field army and U.S. Air Force electronic coordination and control means will be compatible and operationally connected for optimum combat effectiveness.

(2) Air defense units in the field army carry out their assigned missions within the policies and procedures established by the theater commander. Coordination of air defense activities with tactical operations of field army units and the integration of air defense weapons used in a surface-to-surface role with other ground fire support means are accomplished by the field army staff.

(3) For a detailed discussion of air defense operations, see FM 44–1.

6.13. Nuclear Weapons Employment

a. Because of the effects of nuclear weapons, their employment is a major element of the commander's planning guidance. The employment of other fires and maneuver forces may be directed toward extending and exploiting the predicted effects. In the decision making process, the commander gives careful consideration to employment of nuclear weapons in the development of courses of action. Nuclear weapons, because of their destructiveness, permit the adoption of a course of action not feasible in nonnuclear operations; therefore, the commander will usually give the same detailed consideration to the allocation of nuclear weapons as he does to the employment of his major subordinate units.

b. Nuclear weapons are allocated to the field army for a specific period of time, for a specific mission, or for a phase of the army group's (or other appropriate higher headquarters) operation. The allocation is expressed as a specific number of complete rounds in terms of the delivery system and yield. Once the theater commander has received and further delegated authority to employ nuclear weapons the allocation of such weapons to field army and subsequent allocation to subordinate echelons include the authority to fire the weapon subject only to normal restrictions imposed by higher headquarters such as for warning and coordination of effects.

6.14. Field Army Functions in Nuclear Weapons Employment

a. The field army commander allocates weapons to the corps for the initial phase of the field army operation and provides the corps with planning allocations for succeeding phases. The field army retains a reserve for the entire operation. The duration of the allocation period differs at each echelon of command.

b. Field army long-range ballistic missiles are normally fired on deep targets but they may be fired on more shallow targets in response to a request from a subordinate corps. Some air defense weapons systems possess a surface-to-surface capability which may be used by the field army for delivery of nuclear weapons. When used in this manner, due consideration is given to the requirements of the air defense mission.

c. Field army prescribes specific restrictions on the employment of nuclear weapons by subordinate units. Such restrictions may limit the employment of atomic demolitions munitions (ADM), surface bursts, employment of nuclear weapons against large populated areas or their use in a specific area because of the requirement for future operations in that particular area.

d. Field army prescribes security measures for the protection of nuclear delivery systems and nuclear rounds. Security measures include provisions for the transportation of nuclear weapons from the special ammunition supply points to the delivery unit. These measures are usually included in the field army SOP.

6.15. Chemical and Biological Weapons

a. Once the theater commander has received authority to employ chemical and biological (CB) weapons, field army fire plans should include the use of such weapons to support the scheme of maneuver. Chemical weapons, biological weapons, and nuclear weapons are complementary. They provide the commander with a wide range of effects and the capability of attacking a variety of targets varying from small, well-defined point targets to ill-defined and large area targets.

b. Since chemical and biological weapons do not destroy materiel, they do not have the associated total destruction resulting from the use of high explosive munitions or nuclear weapons. Chemical and biological agents provide a means of neutralizing personnel in areas in which the destruction of physical facilities is undesirable, such as cultural centers, communications centers, or a major port which may be required for combat service support at a later date.

c. Chemical agents are relatively quick acting and vary in effect from highly lethal to nonlethal but incapacitating. They may dissipate rapidly or remain in the target area for extended periods of time, thus providing a threat to anyone entering the area.

d. Biological agents are slower than chemical agents in producing the desired effects. For the most part they are living organisms sensitive to weather conditions, and once released, tend to die rapidly. These agents reproduce within an infected individual; therefore, an incubation period is necessary for such reproduction, thus requiring more time to reach maximum effect. Biological agents offer a wide range of incubation times, lethality, and length of incapacitation produced.

e. To make the most intelligent employment of chemical and biological agents, commanders and their staffs should be cognizant of the agents available, their characteristics, capabilities and limitations, the major factors affecting their employment, and the logistical factors involved in chemical and biological operations. CB operations are covered in FM 3–5 and FM 3–10.

6.16. Tactical Air Support

a. Field army ground operations and supporting air operations against hostile forces are complementary. Tactical air force planning for close air support and air reconnaissance support operations are integrated with the field army planning for land force operations. Air support, other than that provided by organic Army aviation, is normally provided through a tactical air force agency established at each field army (pars. 5.9 and 5.10). At field army, current air-ground operational planning and coordination is carried out as a normal staff activity. The tactical air force agency is normally located adjacent to the field army headquarters.

b. Within the field army headquarters tactical air support operations are normally coordinated by the G2 and G3 air. The G3 air plans and coordinates close air support operations; the G2 air plans and coordinates tactical air reconnaissance operations.

c. Field army headquarters and the supporting tactical air force agency are notified as to the amount of air effort available to support the field army. This air support is usually specified in a number of sorties for a definite operational period.

d. Tactical air support missions are classified as preplanned and immediate missions. Preplanned missions are those for which a requirement can be foreseen ahead of the time of delivery and are based upon operational plans, target information, and the air effort available. Immediate missions are those for which the need cannot be foreseen, and result from requests by army forces for immediate support, or from the appearance of an unexpected threat.

e. Preplanned tactical air support requests are processed through normal command channels (fig. 5). Requests which meet operational criteria are approved and passed to the tactical air force agency as field army requirements. Priorities for accomplishment for tactical air support are established by field army. These priorities determine the order in which tactical air support missions will normally be flown.

f. Immediate tactical air support requests are processed via air request nets (fig. 5). Requests approved by field army are passed to the tactical air force as field army requirements.

g. When the requests exceed the amount of air effort available, the field army may request army group to reapportion the air effort to meet this situation. Aircraft may also be made available by diverting aircraft on a mission of lesser priority, as determined by the field army commander.

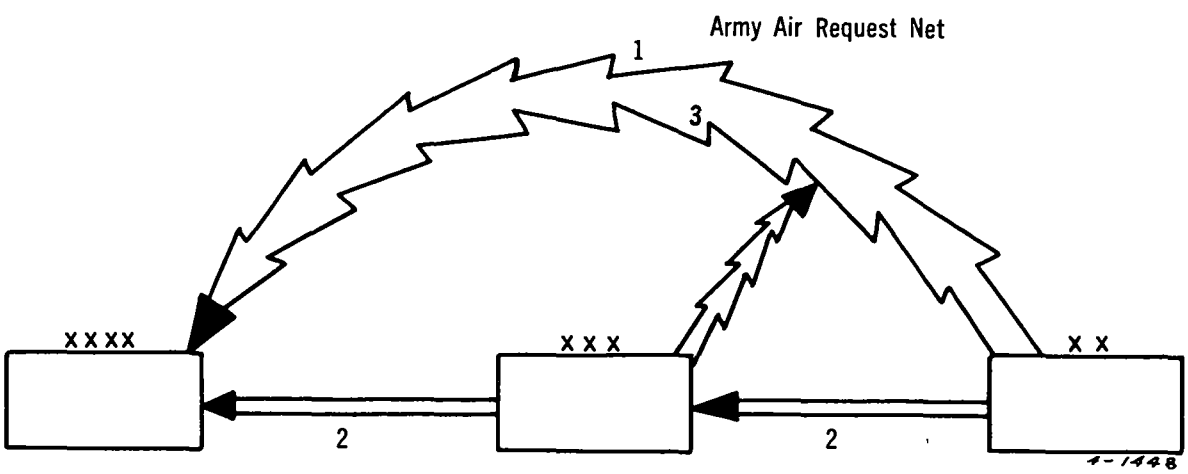
h. A military intelligence battalion, air reconnaissance support, may be assigned to the field army. Its mission is to produce and disseminate information and intelligence obtained or developed from tactical air reconnaissance units operating in support of the field army, and to maintain liaison between the field army and tactical air force reconnaissance units with which they are operating.

6.17. Naval Gunfire Support

a. Naval gunfire is provided to support land forces during amphibious operations. Naval forces may continue to provide fire support to land forces after termination of the amphibious operation. For a detailed discussion of fire support in amphibious operations, see FM 6–20–1 and FM 31–12.

b. Naval forces may also provide fire support to land forces whenever the supporting ships are within range of the target area. The land force commander is responsible for determining his requirements for naval gunfire support. Naval gunfire is integrated with other fire support means by the field army staff.

c. When naval gunfire is available, naval liaison officers are provided at army group, field army, corps and division to advise and assist the commander in the employment of naval gunfire. The Navy designates ships to provide direct support to specific units such as battalions, and to provide general support to brigades, divisions, or higher echelons. Naval gunfire teams from the air and naval gunfire liaison company (ANGLICO) are attached to Army divisions. The attached ANGLICO elements include Navy and Marine personnel who advise on the employment of naval gunfire and provide the communications necessary to request, direct and control this support.



LEGEND

1. Channel for immediate requests.
2. Channel for preplanned requests.
3. Monitor.

Figure 5. Channels for requesting tactical air support.

6.18. Electronic Warfare

a. The extensive use of electronics for the command and control of forces, operation of equipment and employment of weapons has introduced an electromagnetic environment which must be considered as a major component of the military environment. Electromagnetic radiations, whether intentional or unintentional, directly reflect the command and control arrangement and other elements of the organization with which they are associated. From these radiations, command and control and other systems can be determined and selectively disrupted or deceived to support the force mission.

b. An electronic warfare system which will enable the commander to reduce the effectiveness of enemy electronic activities, and at the same time insure effective use of his own electronics, represents a powerful weapon in support of both offensive and defensive operations. Electronic operations conducted within the field army include intelligence, jamming, tactical cover and deception, security, command and control. The first three categories constitute the commander's electronic combat power, since the objective here is to gain knowledge of the enemy, and impose the commander's will upon the enemy. Security measures and command and control procedures are defensive in nature and include the electronic measures taken to lessen the vulnerability of the field army command and control system to disruption and exploitation by the enemy.

c. Electronic warfare is integral to military operations at each echelon. The field army commander is responsible for the conduct of such operations and for the integration of electronic warfare operational planning. He is provided with electronic warfare units to assist in accomplishing this purpose.

d. For a detailed discussion of electronic warfare see AR 10–122 and AR 105–87; and FM 32–10 and FM 24–150.

6.19. Other Field Army Combat Support

a. Army aviation. Army aviation includes both rotary wing and fixed wing aircraft. Rotary and fixed wing aircraft are provided for combat, combat support and combat service support. The field army habitually attaches a portion of its army aviation units to corps and retains a portion under field army control. Army aviation organization and employment are covered in FM 1–5 and FM 57–35.

b. Engineer. Engineer combat units perform combat engineering tasks designed to impede enemy mobility and assist the movement of our own forces. An engineer brigade headquarters is normally attached to each corps and one to the field army. The engineer brigades are tailored to accomplish the engineer tasks within their respective areas by attaching an appropriate mixture of engineer combat groups, battalions and separate companies. The engineer brigade assigns combat support and construction missions and/or tasks to the engineer combat groups and tailors them for specific missions by attaching the appropriate number of combat battalions and separate companies. Engineer support of corps and field army operations is covered in detail in FM 5–1, FM 5–142, and FM 5–162.

c. Signal. Combat area signal units retained under field army control establish, operate and maintain the field army area communication system. The field army area communication system provides radio, radio relay, and cable service to units and installations within the field army area. This system provides common-user and sole-user circuits as required by means of a system of signal centers located throughout the field army area. Signal centers may be installed forward into the division areas and provide a link with the division area communication system. In addition, combat area signal units operate an army area signal messenger service which provides an effective means of communication for transmitting bulk materials, such as messages, orders, requisitions, packages, data cards and maps. The field army area communication system provides the field army commander with the means through which he can transmit his decisions and orders throughout his command. The field army area communication system is discussed in detail in FM 11–21 and FM 11–86.

d. Psychological warfare. Psychological warfare operations are prepared and executed in forward combat areas in direct support of tactical operations, and at strategic levels in support of unconventional warfare operations. Tactical psychological warfare is conducted within

policy guidance from theater army and is an adjunct of and coordinated with theater strategic psychological operations. A planned and integrated psychological warfare operation utilizing various media is coordinated with other support and tactical operations to confuse the enemy and lower his morale, increase the impact of mass destruction weapons, and facilitate the occupation of areas. The field army commander is responsible for integration of psychological operations into overall military planning. He allocates psychological warfare forces from the psychological warfare battalion (field army) or the psychological warfare company (field army) to subordinate commands. Psychological operations are covered in detail in FM 33–5.

e. Chemical. Chemical smoke generator units are normally assigned to field army and attached to corps or divisions when supporting these units. Chemical smoke generator units and smoke operations are discussed in detail in FM 3–50.

f. United States Army Security Agency. Normally a United States Army Security Agency group with its subordinate units will be attached to the field army to render electronic warfare, intelligence and security support. See FM 32–10 for detailed discussion.

Section IV. OFFENSIVE OPERATIONS

6.20. General

a. The means available to the field army are discussed in paragraphs 6.10 through 6.19, together with general principles or procedures for employment in all types of operations. This section covers certain aspects of planning and conducting field army offensive operations and should be considered in conjunction with the general operational considerations outlined in paragraphs 6.10 through 6.19.

b. In major offensive operations the field army seizes and retains the initiative, thus permitting the commander to direct his movements and employ his forces in a decisive manner of his own choosing. An offensive which gains tactical surprise and is prosecuted with vigor may accomplish the mission before the enemy can take effective counteraction. In general, a large scale offensive requires great impetus, sufficient reserves of men, nuclear weapons and materiel, and adaptable plans in order to insure success and continuity of effort.

6.21. Missions to the Corps

a. The field army commander's decision and concept of operation are translated into missions or objectives for each of the corps and for other major subordinate commanders reporting directly to field army headquarters. It is preferable to assign the corps missions rather than specific terrain objectives, since the use of the latter tends to restrict the freedom of action of the corps commanders.

b. A field army operation may take weeks to complete and may cover great distances. It is impracticable for the field army to assign missions to the corps for the entire operation; missions are assigned to subordinates for one phase of the field army operation, with conceptual guidance indicating in general terms the nature of likely future operations. The assignment of missions and the field army commander's concept of operation permits the corps to plan one phase of the field army operation in detail, and to initiate planning for succeeding phases.

6.22. Corps Zones of Action

a. After the field army commander's decision and concept of operation are translated into corps missions, zones of action are assigned by designating boundaries. Boundaries are used at each echelon to delineate the area responsibility of commanders, to insure coordination between adjacent commanders, and to enhance the control of the next higher commander. Field army designates the location of the corps boundaries.

b. In locating corps boundaries, lines of communication and maneuver space for the corps are provided. Each corps requires an adequate road net and sufficient maneuver room to execute its tactical plans.

6.23. Nuclear Weapons Employment

a. Plans for the tactical employment of nuclear weapons are prepared concurrently at the

various echelons. Concurrent planning by field army and army group, and by field army and corps is necessary to insure preparation of an integrated and detailed nuclear fire plan.

b. The allocation of nuclear weapons to the corps follows the same procedure as that of mission assignment. Nuclear weapons may be allocated to the corps for a single phase of the field army operation, with a planning allocation provided for succeeding phases.

c. The field army's primary concern in allocating to the corps is to provide the corps with the proper number and mixture of yields and types of weapons to enable the corps to accomplish their missions. The field army reserve includes nuclear weapons to be used against targets of opportunity for succeeding phases.

6.24. Forms of Maneuver

a. The field army employs each of the forms of maneuver to gain an advantage over the enemy, to close with him, and to destroy him. The basic forms of offensive maneuver are the envelopment, with its variations of the double envelopment and the turning movement, and the penetration. Infiltration is a technique of movement used in conjunction with the several forms of maneuver. Forms of maneuver are discussed in detail in FM 100–5.

b. The distinction in the forms of maneuver exists primarily in the intent of the field army commander since in most offensive operations, a combination of the forms of maneuver will be used, e.g., a field army penetration may well entail envelopments by its subordinate elements.

c. These forms of maneuver are generally the same as employed at lower levels. However, the turning movement will be used more often at field army and corps than at division.

d. The field army rarely specifies the form of maneuver to be adopted by the corps. The mission assigned to the corps, zones of action, and the allocation of combat power may impose such limitations as to the time and direction of attack that there is little choice of the form of maneuver to be adopted.

6.25. Field Army Reserve

a. The field army normally establishes a reserve of maneuver elements and fires for the purpose of influencing the action at critical times and places. It is difficult for the field army commander to determine which attack force will meet with greatest success. The retention of a reserve permits the field army commander to determine from the progress of the battle where success may be attained through the application of additional combat power. The reserve may be committed to accelerate the advance and provide continuity of effort. The reserve also assists in providing security of flanks and rear.

b. In nuclear operations, nuclear weapons are a major element of the reserve. The discussion in paragraphs 6.13 and 6.14 relative to nuclear weapons employment is applicable.

c. The maneuver element of the field army reserve is positioned where it can best influence the action. Time and space factors are major considerations in the positioning of larger unit reserves. The time necessary to commit the field army reserve is normally a matter of hours.

d. The maneuver element of the field army reserve may include divisions, a separate brigade, or an armored cavalry regiment.

e. The field army reserve may be the reserve of one or more corps with specific restrictions imposed on the corps as to its use.

6.26. Employment of the Field Army Reserve

In an offensive operation the field army employs its reserve by releasing it to a corps. The reserve element is assigned its mission and is committed by the corps. Exceptionally, the reserve may be employed directly under control of the field army commander. The primary factor favoring this mode of employment is the commitment of all corps headquarters to operations where time and space factors do not favor the assignment of a mission involving the use of the reserve. Field army contingency plans for employment of the reserve normally designate the forces that are to reconstitute the reserve.

6.27. Meeting Engagements

a. A meeting engagement is the combat action which occurs when a moving friendly force, incompletely deployed for battle, engages a static or moving enemy force, concerning

which the friendly force has inadequate intelligence. The action ceases to be a meeting engagment when the enemy situation has been developed and subsequent planned and coordinated operations are undertaken.

b. The mobility of current and projected tactical units of the field army and the range and lethality of modern weapons are conducive to highly mobile warfare with combat units dispersed laterally and in depth. Under these conditions meeting engagements may occur frequently at lower echelons of command.

c. Except at the onset of hostilities in a theater of operations, the field army or the corps will rarely be required to gain contact and fight a meeting engagement. The improved reconnaissance and intelligence gathering means available at field army, corps, and division will provide the commanders with information at least as to the general location of major enemy formations.

d. The reserves of a field army or a corps in defense may be employed in counteroffensive operations and thus become involved in a meeting engagement. The reserves of a field army or a corps on the defense may be required to locate and attack enemy columns which have penetrated friendly rear areas. Counterairborne operations by the field army reserve or corps reserve may also result in meeting engagements. Thus a sizeable portion of a defending field army may become involved in a meeting engagement as a part of the defensive battle.

e. The details of the conduct of division operations in meeting engagements are contained in FM 61–100.

6.28. Exploitation

a. Exploitation is an operation designed to take advantage of success in battle. The purpose of exploitation is to destroy the enemy's ability to reconstitute an organized defense or to engage in an orderly retrograde movement.

b. While smaller units may exploit local successes within the framework of their current operations, it is the field army that plans operations designed to reduce the relative enemy combat power so as to permit exploitation deep into the hostile rear with decisive results. The exploitation may be started as a result of successes achieved during the progress of an offensive operation or it may be launched from a defensive position when counterattacks have created the opportunity. In either event, corps commanders should be fully apprised if the field army commander's intent is to set the stage for exploitation during the course of an operation. Such guidance permits the necessary planning by the corps and proper disposition of forces to this end.

c. Field army allocates combat and combat support units to the corps for exploitation. Field army retains no significant maneuver elements in reserve during the exploitation. Normally in field army operations, the corps is the unit of execution for the exploitation.

Section V. DEFENSIVE OPERATIONS

6.29. General

a. The means available to the field army commander for the conduct of defensive operations are discussed in paragraphs 6.10 through 6.19, together with the general principles or procedures for employing these means in each type of operation. This section covers certain aspects of planning and conducting field army defensive operations and should be considered in conjunction with the general operational considerations outlined in paragraphs 6.10 through 6.19.

b. Defense is a basic form of combat in which the purpose is to prevent, resist, repulse, or destroy an enemy attack. The field army conducts defensive operations to develop more favorable conditions for subsequent offensive operations, to deny the enemy entrance into an area, to reduce the enemy combat capability with minimum losses to friendly forces, to trap or destroy hostile forces, or as an economy of force measure.

c. In the defense the field army seeks to force the enemy to react in conformity with the defensive plan. Whenever possible, offensive operations are employed to exploit enemy weakness and errors. Initiative is gained by selecting the battle area and by seizing every opportunity to destroy enemy forces.

6.30. Forms of Defense

a. The fundamental forms of defense are the mobile defense and the area defense. Within a field army conducting a defense, the operations of its components may encompass the mobile defense, the area defense, and delaying operations as well, with certain units being assigned primarily an offensive role. The mobile defense is preferred. The distinction in the form of defense employed rests primarily in the intent of the commander, since the subordinate units may be engaged in the conduct of both forms of defense as well as offense.

b. For a general discussion of the principles involved in the conduct of the mobile defense and area defense, see FM 100–5.

c. For a discussion of special considerations in the defense against armor and mechanized forces, see section VIII, chapter 6, FM 61–100.

6.31. Defensive Echelons

Defensive echelons include the security echelon, the forward defense echelon, and the reserve echelon. Forces and fires of the field army are allocated to each echelon in accordance with the field army defensive plan.

6.32. Security Echelon

a. The security echelon begins at the forward edge of the battle area (FEBA) and extends to whatever distance to the front and flanks that security elements are employed. Forces operating under field army control in this area normally perform aerial surveillance and flank security missions. Exceptionally, field army may control a covering force.

b. Should the field army direct that a covering force to the front be established by the corps, initial corrdinating points are designated. The corps is responsible for the composition of the covering force, the details of coordination, and the conduct of operations of the covering force. The field army will normally prescribe the period of time the covering forces are to hold the enemy forward of the FEBA.

c. The establishment of a defensive position when in contact with major enemy forces will usually dictate the omission of the covering force.

6.33. Forward Defense Echelon

a. The forward defense echelon extends rearward from the FEBA to include the area organized by the forward committed units. When operating as an independent force, the field army has great latitude in selecting the areas for the conduct of the defense. As a part of a larger force, the field army conducts defensive operations in conformance with the instructions from higher headquarters. The field army describes the general trace of the FEBA through the designation of coordinating points for the corps.

b. The selection of the coordinating points between the corps on the FEBA and the designation of boundaries fixes the defensive sectors of the corps. The sectors are determined primarily from the analysis of the missions assigned to the corps, and evaluation of the terrain, the enemy capabilities, the capabilities of the friendly units in the area (principally the divisions and the armored cavalry regiment), the composition of enemy forces, and the future plans of the field army. For example, the requirement to resume the offensive at an early date may have a major bearing on the assignment of sectors and allocation of forces to the corps.

c. The designation of boundaries establishes the limits of each corps sector. In establishing boundaries the responsibility for each major avenue of approach is assigned to a single corps. At field army level an avenue of approach is one which will permit the unrestricted maneuver of the major combat elements of one or more division sized unit. Care is exercised to insure that the area assigned to the corps is large enough to provide room for the execution of the corps tactical plans. The maneuver room and the communications network available to each corps may be as important as the terrain itself.

6.34. Allocation of Combat Power

a. The field army allocates combat units, combat support units, and conventional as well as nuclear fires to the corps based on an analysis of what each corps requires to accomplish its assigned mission.

b. In determining the allocation of means to the corps, the field army visualizes how each

corps can defend its assigned sectors. This is accomplished by analyzing the capabilities of the divisions for defense in the type terrain involved. The actual disposition of the corps troops, both assigned and attached, is the corps responsibility. The field army's visualization of the employment of combat means is essential to the soundness of the planned allocation of combat power.

c. The limitations on available forces or the assignment of extended frontages may require a detailed examination of the terrain and the enemy capabilities to determine where the defense must be strong, and where it can afford weakness. Armored cavalry units play an important role in the defense.

6.35. Reserve Echelon

The field army normally establishes a reserve of maneuver elements and fires, usually located behind the forward defense echelon. The field army reserve may be a unit attached to the corps with certain restrictions imposed upon its use. In nuclear operations the field army may rely primarily on nuclear weapons as the decisive element of the reserve.

6.36. Field Army Reserve in a Counterattack Role

a. The field army does not develop the *detailed* plans for use of the field army reserve in a counterattack. Field army planning is primarily directed toward determining potential enemy penetrations of the field army forward defense, and assigning priorities to such penetrations for the commitment of the field army reserve, and priorities for the development of detailed counterattack plans. Corps accomplish the detailed planning for use of the field army reserve as a counterattack force based upon field army guidance. Corps submit detailed counterattack plans for the employment of the field army reserve to field army. These plans become appendixes to the counterattack annex of the field army defense plan.

b. At each echelon of command, one of the most difficult decisions to make is when to execute the counterattack.

(1) The counterattack is not launched as as automatic reaction to an enemy penetration, nor is the reserve committed solely by virtue of the enemy reaching a certain area or phase line. It may be launched when the enemy exposes his flanks or rear, when he becomes overextended, or when his momentum is dissipated. The commander should have a continuous flow of accurate information on the current situation. He should know the condition of the forward defense forces, whether or not they can contain enemy forces in the penetration, and for how long. He should know how long it will take the reserve to attack. He should know the power and rate of the enemy advance, and the enemy reinforcing capability. To this, he applies his knowledge of enemy tactical doctrine and procedures.

(2) Ideally, the counterattack is made when the enemy attack has been slowed, stopped, or disorganized. However, these conditions are not prerequisites for the counterattack. A counterattack should be launched prior to the time the attacking enemy can consolidate his gains and reorganize or regroup his forces.

c. The field army's problem, in comparison to that of lower echelons, is magnified by the importance of time and space factors. The time needed to commit the field army reserve is likely to be measured in hours. The field army commander and his staff continuously evaluate the tactical situation and anticipate its outcome to insure that the field army reserve is positioned for timely release to the corps. The field army reserve may also be employed in conjunction with the corps reserve in a coordinated counterattack against an enemy penetration. When such a course of action is contemplated, corps accomplishes the detailed planning and controls the counterattack forces. Only in exceptional circumstances will the reserve be employed under field army control.

d. In the *area defense* the function of the counterattack is to destroy or eject the penetrating force and thus regain control of the battle area. In the *mobile defense* the objective of the counterattack is the destruction of the enemy force within the penetration and the exploitation of the ensuing opportunity to regain the initiative, to include operations within the enemy's rear area.

Section VI. RETROGRADE OPERATIONS

6.37. General

a. A retrograde operation is a movement to the rear or away from the enemy, and may be a voluntary action or be forced by the enemy. The basic purpose of a retrograde operation is to preserve the integrity of the command for future operations. A well planned and aggressively executed retrograde operation can inflict significant casualties on the enemy with relatively small losses to our own forces.

b. Retrograde operations are classed as withdrawal, delaying action, and retirement (FM 100–5).

c. Within a field army conducting a retrograde operation, a combination of the withdrawal, delay, and retirement is usually necessary, either simultaneously by adjacent units, or by one type operation developing into another.

6.38. Field Army Role in Planning Retrograde Operations

a. Field army retrograde operations may be directed by army group or higher headquarters, or may be initiated to preserve the integrity of the field army. When army group directs the operation, the next defensive position normally is designated by army group. Although plans may visualize a field army defense on one position until the offensive can be resumed, consideration is given to the possibility of enemy successes against the field army defensive position. Accordingly, successive positions are normally selected for defense, and contingency plans developed for a sequence of retrograde movements to and defense at these positions.

b. The principles outlined in paragraphs 7.9 through 7.18 and in paragraphs 7.27 through 7.36 are applicable in planning the field army defense. In developing the task organization for the defensive operation, minimum changes are made in the corps force structures in effect for the retrograde movement. Such action simplifies corps planning and execution of the retrograde operation, and facilitates occupation and organization of the new defensive position.

c. Field army prescribes the time the retrograde operation will begin and the time the corps are expected to close into the new defensive position. Lateral boundaries are designated for each corps from the initial defensive position to each succeeding defensive position. Each corps is provided sufficient maneuver room and road nets to execute its tactical plans. Field army may prescribe the use of phase lines for control and coordination during the execution.

d. Each corps is provided the forces necessary to accomplish the mission assigned by the field army. The bulk of combat and combat support units are attached to the corps, with little remaining under field army control. Close air support of retrograde operations is provided to the field army in accordance with the procedures outlined in paragraph 6.16.

e. Field army planning for a retrograde operation provides for adequate logistical support, the evacuation of supplies and equipment, and the prompt evacuation of casualties. Planning traffic and movement control is a major field army responsibility. When the decision is made to begin a retrograde movement, field army takes immediate action to limit the forward movement of supplies and to reduce the level of supplies in the field army supply points by attrition or by evacuation of excesses. Field army issues specific instructions limiting the destruction of supplies and equipment and fixing the responsibility for such destruction. Action is also taken to establish supply points in the new defense area. Engineer units under field army control are employed to improve the main routes of withdrawal, to construct bridges at critical points, or to begin preparation of the new defensive position. In planning the support of the retrograde operation, close coordination with corps is required to insure adequate logistical support for the corps tactical plans with minimum loss, destruction, or unnecessary movement of supplies.

6.39. Execution

The field army role in planning and executing a retrograde operation is largely limited to the actions described in paragraph 6.38. The corps is the agency of execution. The corps role is discussed in chapter 7.

Section VII. SUPPORTING OPERATIONS

6.40. Tactical Cover and Deception

a. Large-scale operations, under conditions of general war are normally joint and are strategic in nature. Strategic deception plans to support these operations are developed at theater level. Tactical cover and deception may be directed from theater level to support the strategic deception plan. Tactical deception operations frequently require coordination with other services as well as with Allied commanders. Deception is strictly controlled to insure compliance with national policies.

b. Tactical cover and deception supports tactical operations. Properly conceived and employed, cover and deception causes the enemy to be deceived as to the true dispositions, capabilities and intentions of friendly forces, thus causing him to react or fail to react in a manner advantageous to the friendly forces. Cover includes special measures designed to provide security to a plan, operation or activity as well as the intensification of normal security and passive defense measures. Deception is an activity designed to mislead the enemy by manipulation, distortion or falsification of evidence.

c. The field army is responsible for the execution of tactical cover and deception measures assigned by higher headquarters. Tactical cover and deception planning is a normal staff activity, although temporary planning groups may be formed to plan certain cover and deception operations. Plans may include the employment of specifically trained and organized units as well as the use of regular combat and service units in cover and deception operations.

d. Deception plans provide sufficient time for the enemy to receive the deception story, analyze the pattern of our activities, and react in a manner previously determined as prejudicial to his interests. The planning and initiation of the deception operation is accomplished far enough in advance to give the enemy time to react at the time desired. Tactical cover and deception requires strict security measures with very limited dissemination of plans and information. Tactical cover and deception plans are developed concurrently with operation plans.

e. Tactical cover and deception operations are covered in FM 31–40.

6.41. Barriers

a. Barriers are coordinated series of natural and artificial obstacles employed to delay or stop the movement of an opposing force, and to enable friendly forces to impose additional losses in personnel and equipment upon the opposing force. A barrier normally links obstacles in a linear form. It is not always an impenetrable line of great depth and continuous strength.

b. Commanders at each echelon are authorized to make full use of natural and artificial obstacles for security and for the strengthening of close-in-defenses. Corps and higher commanders have the authority to direct the employment of barriers on an extensive scale. This authority may be delegated to division commanders. The basic principle involved in the employment of barriers is that they are used to augment the combat effectiveness of available forces. Barriers are not a substitute for troops and weapons, but properly employed materially increase the effectiveness of troops and weapons. Barriers are comprehensively integrated with the overall tactical scheme of maneuver, the fire support plan, and the combat service support plan.

c. Barriers are used in the offense to—

(1) Contribute to flank security.

(2) Impede counterattack.

(3) Assist in enemy entrapment.

d. Barriers are used in the defense to—

(1) Delay the enemy advance toward the front or flanks.

(2) Delay or limit the movement of a penetrating or enveloping force.

(3) Canalize enemy movement into areas where he can be defeated or destroyed.

(4) Separate enemy armor from infantry.

(5) Provide additional protection for a lightly manned section of the forward defense.

e. Barriers are used in retrograde operations to—

(1) Impede the enemy advance.

(2) Permit the adoption of economy of force measures.

(3) Gain time.

f. Army groups and higher headquarters prepare broad barrier studies based on studies of the weather and terrain and, based on these studies, issue instruction for the planning and employment of barriers.

g. At field army and corps, barrier plans are a normal part of operation planning. Field army or corps barrier plans are an integral part of the tactical plan and are issued as an annex to the operation order. The field army barrier plan is not a detailed plan showing the individual obstacles in the field army area. It is a framework around which the corps can develop plans.

h. The field army plan usually includes—

(1) Applicable portions of the plan of higher headquarters, including pertinent portions of denial plans.

(2) Designation of barriers or barrier systems vital to the command, if any, and considered to be key terrain.

(3) Assignment of tasks in priority to subordinate units.

(4) The location of minefields of strategic or major tactical importance and the location, extent and type of contamination, if any.

(5) Schedule of preparation and execution of demolitions, with authority, responsibility, and conditions for preparation, defense, and execution clearly stated.

(6) Allocation of engineer support, labor (both troop and local), materials, equipment, and transportation.

(7) Limitations or restrictions on the employment of certain types of obstacles, if any.

(8) Instructions relative to the security of the plan and its execution.

(9) Reporting instructions.

(10) Deception measures.

i. The corps barrier plan includes pertinent portions of the Army barrier plan applicable to the corps. The same type of instructions as are contained in the army plan are included in the corps barrier plan but the latter is more detailed and covers the location of those natural and artificial barriers including atomic demolitions and barrier minefields essential to the corps tactical plan.

j. Barrier planning is covered in detail in FM 31–10.

6.42. Denial Operations

a. A denial operation includes actions taken to prevent or hinder the enemy's use or benefit from space, personnel, facilities, or material. It may include destruction, removal, contamination, or erection of obstructions.

b. Subject to the limitations imposed in directives issued by higher authority, a theater commander may conduct denial operations as a part of his overall campaign. The theater commander will establish the policy governing denial operations. Planning and execution of appropriate general tasks normally will be delegated to subordinate commands.

c. Instruction for denial operations from theater or army group are normally issued as an annex to a letter of instructions. At field army and corps, pertinent instructions relative to denial operations and policies are integrated into the barrier plan and are published in the barrier annex to the operation order. A separate denial annex is not published.

d. For a detailed discussion of denial operations see FM 31–10.

6.43. Unconventional Warfare

a. The theater commander is responsible for the conduct of unconventional warfare in his area of operations. As a part of this responsibility, he designates operational areas for the conduct of guerrilla warfare and related unconventional warfare activities.

b. The principal U.S. Army element available to the theater commander to organize guerrilla warfare operational areas is the special forces group which initially is assigned at theater level.

c. Joint planning and coordination for unconventional warfare operations may be provided by a joint unconventional warfare task force (JUWTF) established by the theater commander. The Army component of the JUWTF, a special forces group, establishes the required special forces operating base (SFOB) in friendly territory. The group plans for, directs, controls, and supplies United States spe-

cial forces operating in denied or hostile areas in organizing, training, equipping, and controlling irregular forces in guerrilla warfare (GW), a land operation, and such other unconventional warfare operations as may be required in assigned operational areas.

d. When guerrilla warfare operational areas come within the area of influence of advancing tactical command, operational control of unconventional warfare forces in these areas normally is transferred from the unified or specified command level to the field army concerned. The field army in turn may assign operational control of the unconventional warfare forces to any of the subordinate tactical units. Control normally is not delegated below division level.

e. For a detailed discussion of the employment of special forces in support of unconventional warfare, see FM 31–21.

6.44. Counterinsurgency Operations

Counterinsurgency includes all military, paramilitary, political, economic, psychological, and civic means taken by a government to defeat subversive insurgency. The insurgent actions may range in degree of violence and scope from subversive political activity to violent combat by large guerrilla elements to overthrow a duly established government. The basic military problem is to maintain or restore internal security so that other elements of the counterinsurgency program can operate. Comprehensive national counterinsurgency plans are required to integrate and coordinate the use of all military and nonmilitary means, including available outside assistance, to suppress and eliminate all forms of insurgency. FM 31–15 contains broad doctrine for the employment of divisions and larger units in counterinsurgency situations. FM 31–16 contains guidance for the employment of brigades and smaller units.

Section VIII. COMBAT SERVICE SUPPORT

6.45. General

a. Theater army allocates combat service support means to the army groups or field armies to support the plan of campaign. Field army further allocates these means, or employs them, based upon the recommendations of the corps, to support their corps and divisions in furtherance of the field army plan of operation.

b. Combat service support is an important consideration at any level of command in the planning of tactical operations. In planning the operations of larger units, other things being equal, the capability to support logistically one particular course of action may be the controlling factor in the commander's decision. Once the decision and the commander's concept of operation have been announced, the staff develops the field army plan. This includes the allocation of combat service support units and the establishment of priorities for combat service support adequate for the accomplishment of the tactical mission. Thus the combat service support allocated is used to weight the main tactical effort as is the combat and combat support means.

6.46. Organization for Combat Service Support

Combat service support in the field army includes logistical and administrative support.

a. Logistical. The logistical support system is based upon the technical service concept. Salient features are as follows:

(1) The assistant chief of staff, G–4 of the field army has general staff responsibility for planning, coordinating and supervising functions pertaining to supply, maintenance and logistical services.

(2) Pending establishment of a theater communications zone, a logistical command may be attached to a field army to assist in controlling logistical operations.

(3) Technical service units, organized into groups or battalions, are directly responsible to the field army commander.

(4) Each technical service is individually structured so as to be responsive to field army requirements for the items and services for which that technical service is responsible.

(5) A fixed organization is not prescribed for the field army; hence, quantities and types of logistical support units are determined by the mission, combat and combat support units, availability and use of nuclear weapons, terrain and weather within the area of operations and composition and capability of the probable hostile forces.

(6) Technical services are represented on the field army commander's special staff; in some instances, special staff officers are also commanders of the technical service units.

(7) Supply within the field army embraces all items necessary for equipment, maintenance and operation of a military command. Each technical service unit is responsible for supply of those items assigned to it. Supply installations are located throughout the army service area, the corps rear areas and in some cases division service areas. They are dispersed so as to minimize the effect of nuclear weapons and, at the same time, located so as to facilitate defense against ground attack. Small field type general or branch depots are located in the army service area.

(8) Maintenance within the field army includes all actions taken to retain materiel in a serviceable condition or to restore it to serviceability. Organizational maintenance is that which is authorized to be performed by, and is the responsibility of, the commanders of using organizations. Field maintenance is performed by designated technical service maintenance units and is characterized as direct or general support. Direct support units operate in close support of using organizations and their principal functions are to repair equipment for return to the user or to issue replacement items. General support units provide back-up and support to direct support units. Their principal functions are the repair of equipment for return to stock and the distribution of equipment and repair parts.

(9) Logistical services, to include construction, medical service, transportation, petroleum supply, operation of the field army communication system and various miscellaneous services, such as salvage, laundry, graves registration are performed by technical service units designed to perform these functions.

b. Administrative Support. The types and degree of administrative support within the field army will vary with mission and composition of the field army and the nature of the area. Principal administrative support systems include the field army replacement system, civil affairs and morale and personnel services.

Section IX. INDEPENDENT CORPS

6.47. Definition

a. A corps may be employed as a major subordinate command of army group or of theater army (par. 3.21). When the corps is employed in such a role, or when the mission assigned to the corps requires it to operate far removed from the field army, the corps is known as an independent corps.

b. The independent corps receives its missions from the theater army, army group, or exceptionally from the field army. The independent corps may function as a part of a joint task force.

6.48. Composition and Functions

a. The corps is primarily a tactical unit of execution with limited combat service support responsibilities and capabilities. Its employment in a role independent of the support normally provided by field army requires changes in the composition and functions usually associated with the corps.

b. The corps headquarters is relatively small, tactically oriented, and cannot function for prolonged periods without augmentation, particularly in the combat service support field. The corps, operating independently, is re-

sponsible for its own combat service support and is thus reinforced by the assignment or attachment of combat service support units normally retained by field army. A support brigade from FASCOM is normally assigned or attached to supervise and control these combat service support units.

c. The principles concerning field army tactical and combat service support operations discussed in this chapter are applicable to the independent corps.

CHAPTER 7

CORPS

Section I. GENERAL

7.1. Introduction

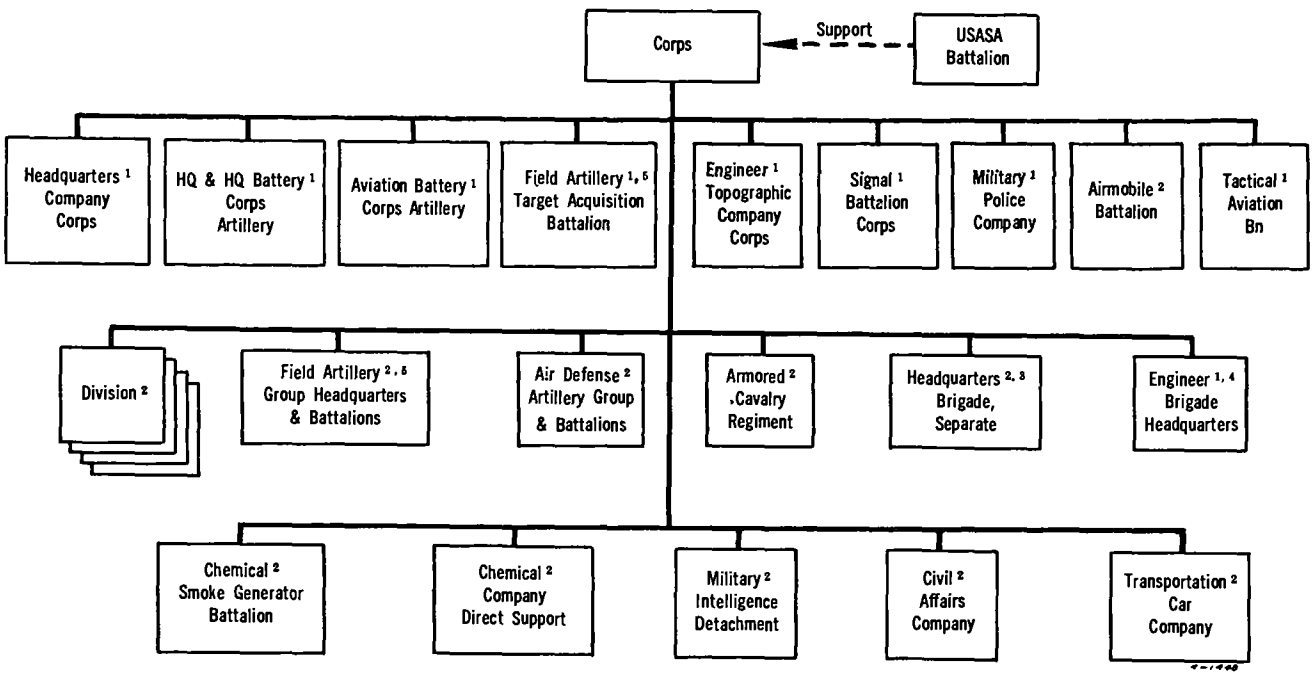
This chapter refers to a U.S. corps operating as part of a U.S. field army. The principles discussed herein are also applicable to a corps operating under the direction of a joint task force or combined force headquarters.

7.2. Organization

a. The corps is a tactical unit of execution. It is essentially a task force of the combined arms and services. The composition of the corps is not fixed; however, the corps headquarters and headquarters company are organized under the TOE 52 series. Some units are habitually assigned to provide the means needed to facilitate command and control (fig. 6). The field army assigns or attaches units to the corps. The type and number of troop units assigned or attached to the corps are based principally upon the corps mission, the characteristics of the area of operations, the availability of units, the enemy situation, and the type of operations contemplated. The corps demonstrates organizational flexibility since it is tailored by the field army for a specific mission.

b. The corps may contain allied units. This chapter specifically discusses a corps composed entirely of U.S. units; however, the principles are applicable to a corps composed of both U.S. and allied units.

c. The overall combat power of the corps is not restricted to that provided by attached or assigned field army units. Operations of supporting field army units and elements from other Services frequently enhance the corps combat power.



[1] Habitually assigned for command and control.
[2] Attached as required.
[3] Infantry, mechanized, airborne and tank battalions attached in any combination.
[4] Combat engineer groups attached as required.
[5] Attached to corps artillery.

Figure 6. Example of a corps tailored for combat on a large landmass.

7.3. Corps Headquarters and Staff

a. The headquarters of a corps is organized under TOE 52–1. When engaged in combat operations, the corps headquarters is usually organized in three echelons: the main echelon called the command post; the rear echelon; and the tactical command post. See FM 101–5 for a detailed discussion of the echelonment of headquarters.

b. The U.S. Army general staff organization is used at corps headquarters (FM 101–5).

7.4. Corps Tactical Operations Center

A corps tactical operations center (CTOC) may be established to assist the corps commander in reducing staff reaction time and coordinating current operations in order to insure sound command decisions and their rapid implementation. The CTOC is discussed in detail in FM 101–5 and Department of the Army Training Circular 101–2.

Section II. PLANNING

7.5. General

a. Corps planning of tactical operations is based upon the plans of the field army. Corps plans are projected well into the future; therefore, the corps commander and his staff receive timely information of field army contemplated operations. Corps receipt of such information is necessary for development of effective and detailed plans and for adequate preparation by the units which make up the corps. Likewise, the commanders and staffs of the major subordinate units of the corps must be kept informed of contemplated corps operations.

b. The corps conducts combat operations for the current phase of a field army operation and simultaneously prepares the detailed plans for the next phase. As the situation permits, corps planners commence planning for subsequent phases.

c. Adequate and timely information of the enemy is required for the corps commander to make maximum use of his forces and properly plan for employment. Whenever necessary, field army and adjacent corps are requested to provide specific intelligence. Intelligence-gathering agencies under corps control are given specific missions within their capabilities. Corps reconnaissance and surveillance agencies as well as supporting reconnaissance agencies are employed vigorously to develop the enemy situation. Information and intelligence of interest to subordinate commanders is transmitted to those commanders without delay. In addition to the information which is of value to specific elements, each major subordinate commander is kept advised of the situation and the current enemy capabilities by means of intelligence estimates, reports and situation maps. Liaison officers at field army, division, and adjacent corps are particularly valuable in exchanging such information.

7.6. Command and Staff Actions

a. The corps fights the tactical battle for the field army. The corps commander is provided with all of the necessary combat and combat support units required to successfully conduct the tactical operation. At the same time the field army commander retains responsibility for providing combat service support to the corps, and for other things not *immediately* required by the corps commander to wage the tactical battle.

b. Although the missions assigned to the corps are more specific than those assigned to the field army, the missions still are relatively broad in scope. They require careful analysis by the corps commander. Mission analysis is a specific responsibility of the corps commander. Courses of action are developed by the staff to accomplish the specific task assigned by field army as well as the included tasks developed in the mission analysis. The corps commander's decision and concept of operation provide the basis for the development of the detailed corps plan. Once the plan has been implemented and the corps units committed, radical changes in the plan of maneuver should be avoided. Adjustments in fire support can be readily made, but changes that affect the planned movement of corps maneuver forces require adequate consideration of the time and space factors. The timely and effective employment of corps units results from decisions made early enough to permit thorough coordination and planning. The higher the echelon of command, the earlier

the decision must be made, and the fewer are the changes that can be readily made. The corps commander takes a personal hand in mission analysis, and states his planning guidance and concept of operation with clarity and precision.

c. The sequence of actions in the decision making process at corps is thus similar to that at field army, and the discussion contained in paragraph 6.7 is generally applicable. The overall process at corps, however, is less formal than at field army.

7.7. Phasing a Corps Operation

The corps phases its operations under the same general conditions as the field army. The discussion concerning phasing contained in paragraph 6.8 is applicable to the corps, scaled down in scope as appropriate.

7.8. Scope of the Corps Operation Order

The corps operation order prescribes the details of at least the first phase of the corps operation and provides outline instructions for succeeding phases. The first phase may last for several days. During this time, additional corps operation orders are developed and published to provide the details for succeeding phases. Modifications of corps operation orders are disseminated to the subordinate commander in the form of fragmentary orders.

Section III. OPERATIONAL CONSIDERATIONS

7.9. General

The bulk of the field army combat and combat support units are attached or assigned to the corps for the conduct of combat operations. The corps commander may further attach some of these units to the divisions, or may employ the units under corps control to support the divisions in accordance with the capabilities of the units and the requirements of the divisions. Primary consideration is given to the division making the corps main effort. This section discusses the combat and combat support units attached or assigned to the corps to include the general method of their employment. Support from other Services is also treated.

7.10. Maneuver Units

a. Divisions. The field army commander attaches infantry, mechanized airborne and armored divisions to the corps in various combinations to tailor the corps for a particular mission or operation. From two to six divisions may be attached to each corps. Each type of division is organized to include only those units or means habitually required by the division. As a result, divisions, particularly airborne divisions in an infantry division role, require augmentation for almost any type of operation. Most of the combat and combat support units assigned to the field army are attached to the corps; therefore, the corps provides the necessary support required to augment the combat power of the divisions. Division operations are covered in FM 61–100.

b. Armored cavalry regiment. The armored cavalry regiment provides the corps with the capability of performing extensive reconnaissance or security operations over large areas. It can carry out light combat offensive missions, be assigned a screening or delaying mission in a defensive sector, or it may be employed as a rear area security force. The armored cavalry regiment may operate under corps control or may be attached in whole or part to a division. Armored cavalry regiment operations are covered in FM 17–95.

c. Brigade, Separate. A separate brigade headquarters may be attached to the corps. Infantry, mechanized, airborne, or tank battalions are attached to the brigade for command and control. The brigade with its attached battalions may be employed directly under corps control, assigned a rear area or flank security mission, be used in the corps reserve, or used to augment the combat power of one of the divisions. Its battalions may be used to tailor divisions for specific missions.

7.11. Fire Support

a. See paragraph 6.12*a*.

b. General. Fire support means under corps control include the nuclear and nonnuclear fires of attached surface-to-surface and surface-to-air weapon systems. Tactical air support is

available from the Air Force and/or frequently the Navy and Marine Corps. Under some conditions, naval gunfire support is also available.

c. Field artillery. The bulk of the field artillery battalions assigned to the field army are attached to the corps, thus placing under the corps commander a powerful means of influencing the course of combat.

(1) Corps artillery provides depth to combat, augments the fire support provided by divisional artillery, and provides the bulk of fires on hostile cannon, missiles and rockets.

(2) Corps artillery controls the operations of non-divisional field artillery battalions, and coordinates the activities of the artillery with the corps. It is at the corps level that the employment of artillery on a large scale is coordinated and practiced; it is at corps level that the bulk of the medium and heavy cannon artillery, the longer range rockets and missiles, and the nuclear capability of the corps are brought into play. Control and coordination is accomplished by assigning tactical missions to subordinate units, attaching artillery to subordinate commands and by providing survey and communications to the artillery with the corps.

(3) Types of missions normally assigned to corps artillery groups and battalions include *general support, reinforcing,* and *general support-reinforcing.* Corps artillery units may be attached to the divisions of the corps. The corps commander, on the recommendation of corps artillery, may assign missions to the division artillery of a reserve division, but provision is made to return the artillery to the control of its parent unit prior to its commitment. Artillery support is provided for nondivisional elements of the corps reserve when these forces are committed independently. The main attack of the corps is weighted with responsive artillery support. This usually implies either attachment, or assignment of a reinforcing mission to the artillery supporting the corps main attack force.

(4) The nuclear delivery capability of field artillery weapons reduces the requirement for massed artillery fire during nuclear operations. Corps will normally attach corps cannon artillery and a portion of the shorter range, mobile missile units, to an exploiting force.

(5) For a detailed discussion of the employment of field artillery units see FM 6–20–1 and FM 6–20–2.

d. Air defense artillery.

(1) The responsibility for the air defense of the corps may be assigned to the corps commander. Air defense units are allocated to the corps to provide the means for discharging this responsibility. The air defense of the corps area is accomplished by the forward area and low and medium altitude missile battalions controlled through an air defense group. The air defense battalions attached to the corps are employed in accordance with the desires of the corps commander. The corps commander prescribes the priorities for air defense within the corps area.

(2) Coordination of air defense activities with other tactical operations of the corps is accomplished as a normal staff activity.

(3) Air defense units are attached to divisions as required by the division mission. Division employment of attached air defense units is contained in FM 61–100.

(4) For a detailed discussion of air defense operations see FM 44–1.

7.12. Corps Functions in Nuclear Weapons Employment

a. The corps receives an allocation of nuclear weapons from the field army for a specific period of time, for a specific mission, or for a phase of the field army operation. As is the case at field army once authority to employ nuclear weapons has been granted, the allocation to corps includes the authority to fire the

weapons, subject only to restrictions imposed by higher headquarters, e.g., warning and coordination of effects.

b. The problems created by the introduction of nuclear weapons to the modern battlefield are particularly critical at the corps level. Corps accomplishes the detailed integration of nuclear weapons with the scheme of maneuver by allocating a portion of available nuclear weapons to its major subordinate units, planning the employment of nuclear weapons to be fired by corps delivery means, and retaining an appropriate reserve.

c. In planning the employment of nuclear weapons, the corps takes into account the characteristics of the available weapon systems to include their range, responsiveness, reliability, accuracy, and the yields which the weapon system can deliver. Corps allocations to subordinate units will frequently include weapons delivered by means not under control of the unit commander. In order to maintain a high level of responsiveness in nuclear weapons support, the corps allocates to divisions some nuclear weapons which can be delivered by delivery systems under the control of the divisions.

d. The corps insures appropriate dispersion of weapons and delivery systems.

e. Corps maintains current and complete information concerning the location and condition of readiness of nuclear weapons and delivery means available to the corps.

f. The special ammunition supply points (SASP) usually carry a portion of the corps nuclear allocation; therefore, the corps has a great interest in the physical location of the SASP. Corps recommends to field army the successive location of these installations.

7.13. Allocation Procedure

a. The corps plans at least one operation in advance, and the plans are developed well in advance of the actual beginning of the operation. Correspondingly, the nuclear allocation to subordinate corps units is also developed in advance. The corps commander provides his staff with planning guidance concerning employment of nuclear weapons as well as guidance on employment of divisions and other major subordinate commands. The nuclear weapons aspects of the corps commander's planning guidance is contained in FM 101–31–1.

b. In developing a tentative allocation the corps staff estimates the number and type of weapons that will be scheduled for corps delivery, the weapons to be retained in corps reserve, and the weapons to be allocated to the major subordinate units. The subordinate units are informed of the corps commander's concept of operation, their missions, and their tentative allocation of nuclear weapons, and are requested to submit their nuclear weapons requirements to corps. The requirements submitted are reconciled by the corps staff with the availability of weapons, and upon approval by the corps commander the final corps allocation announced.

7.14. Chemical and Biological Weapons

a. See paragraph 6.15.

b. Coordination of the employment of chemical and biological weapons to support corps operations is accomplished as a normal staff activity.

7.15. Tactical Air Support

a. This paragraph covers the role of the corps in the planning and conduct of tactical air support operations, and should be considered in conjunction with paragraphs 5.9 and 5.10 concerning the role of army group and paragraph 6.16 concerning the role of the field army.

b. Close air support constitutes an integral part of the fire support available to the corps. Air reconnaissance support provides the corps with the capability for deep reconnaissance of enemy held territory. Planning for air support from the tactical air force is closely integrated with corps planning for ground tactical operations.

c. Within the corps headquarters, the planning and coordination of tactical air support operations is carried out as a normal staff activity. The G3 air and G2 air of the corps coordinate close air support operations and air reconnaissance operations respectively.

d. Request for *preplanned* tactical air support missions are forwarded from division, processed through the corps headquarters, assigned priorities, approved by the corps commander and forwarded to field army (fig. 5).

e. Division approved requests for *immediate* tactical air support missions are submitted di-

rectly to the field army headquarters over the field army air request net. Division requests for immediate tactical air support missions are monitored by corps which intervenes only in the event of corps disapproval of the request (fig. 5).

f. For a discussion of tactical air support operations at division level, see FM 61–100.

7.16. Naval Gunfire Support

See paragraph 6.17.

7.17. Electronic Warfare

See paragraph 6.18.

7.18. Other Corps Combat Support

a. Army Aviation. Field army habitually attaches a portion of the aviation units to corps. These units provide the corps commander with the means of conducting Army aviation operations within the corps. Divisions have an organic airlift capability to conduct company size airmobile operations. Airmobile operations of larger size units require aviation support from corps or army. Corps provides Army aviation support to the divisions by placing units under the operational control of the division, assigning a direct support mission to the aviation unit, or attaching the aviation unit to the division for the duration of the operation or for a specific period of time. For a detailed discussion of airmobile operations, see FM 57–35.

b. Chemical. Chemical smoke generator units provide concealment for friendly troops, installations and tactical areas under all operating conditions. Chemical smoke generator battalions are normally assigned to field armies or communications zone, and chemical smoke generator companies are attached to corps or divisions when placed in support of these units. For a detailed discussion of chemical smoke generator units and smoke operations see FM 3–50.

c. Engineer. The primary mission of the engineer brigade with its attached engineer groups, battalions and separate companies is to enhance the combat power of the corps by construction or destruction, with emphasis on that which facilitates the movement of friendly forces and impedes the movement of the enemy. The engineer combat groups may be assigned an area responsibility, placed in support of a division, given a task assignment, or attached to a division. The engineer combat groups are usually assigned an area responsibility. Recognizing that the divisional engineer battalion will seldom be able to perform all of the engineering tasks required to support a division, an engineer combat group may be directed to support a division with elements of the group. Corps engineer units may be attached to the divisions for special operations. For a detailed discussion of nondivisional combat engineer units, see FM 5–142.

d. Signal. The corps communication system is employed for control of corps operations. It is separate from the field army and the division area communication systems. The corps system is not an area system. It provides direct command communication from corps headquarters to the divisions and corps troops, from corps artillery headquarters to each division artillery headquarters, and to each artillery group attached to the corps. The army area communication system supplements the corps communication system and may be used as an alternate communication system for command and control purposes. A signal battalion (corps) is assigned to the corps and establishes, operates, and maintains the corps communication system. The corps communication system is discussed in detail in FM 11–92.

e. United States Army Security Agency. Normally a United States Army Security Agency battalion with its subordinate units is attached to the corps to render electronic warfare, intelligence, and security support (see FM 32–10 for detailed discussion).

Section IV. OFFENSIVE OPERATIONS

7.19. General

The means available to the corps for combat operations are discussed in paragraphs 7.9 through 7.18, together with the general principles or procedures for employing these means. This section treats the more important aspects of planning and conducting corps offensive operations and must be considered in conjunction with the operational considerations outlined in paragraphs 7.9 through 7.18.

7.20. Missions

The corps commander's decision and concept of operation are translated into missions for each division and other subordinate commands reporting directly to corps headquarters. The mission assigned to a division is usually more specific than the mission assigned to the corps. The mission may encompass the domination or neutralization of a terrain feature or a locality. It may include the destruction of a hostile force. The division may be given mission-type orders.

7.21. Coordination and Control

The corps prescribes coordination and control measures to insure unity of effort. Lines of departure or areas from which the attack may be launched, time or times of attack, zones of action, axes of advance, or directions of attack are used by the corps as appropriate. Boundaries are assigned which establish the zones of action of each division. Key terrain and major avenues of approach are assigned wholly to one division. Phase lines and checkpoints are used as appropriate.

7.22. Nuclear Weapons Employment

a. Nuclear weapons, because of their destructiveness, permit the adoption of courses of action not feasible during nonnuclear operations; therefore, the corps commander gives the same detailed consideration to the employment of nuclear weapons as he does to the employment of his major subordinate units. The employment of nuclear weapons is the first element of the commander's planning guidance to be considered.

b. The allocation of nuclear weapons to the major subordinate commands follows the same pattern as that of mission assignment, i.e., nuclear weapons are allocated to the divisions for one phase of the corps operation, with a planning allocation provided for succeeding phases.

7.23. Advance to Contact

a. From the standpoint of the corps commander, the movement of his corps is a coordinated movement of the divisions and corps troops. While the advance of the various elements of the corps is coordinated, it does not necessarily follow that elements always move in a fixed relationship to each other. An advance to contact executed by a corps is, in essence, an advance to contact by the individual divisions of the corps, coordinated and controlled by the corps. Division operations in a movement to contact are covered in FM 61–100.

b. In addition to coordinating and controlling the advance of the divisions, corps directs and controls the employment of corps security forces to the front and flanks of the advancing divisions. Tactical air reconnaissance and Army aviation provide the corps with timely information of the movement and disposition of enemy forces which can affect corps operations. This enables the corps commander to make an early decision as to the employment of the elements of the corps.

7.24. Meeting Engagements

a. See paragraph 6.27 for a discussion of meeting engagements at corps and field army level.

b. See FM 61–100 for a discussion of division operations in meeting engagements.

7.25. Corps Offensive Maneuver

a. General. The corps in an offensive action employs the basic forms of maneuver—the penetration and the envelopment. Once the corps offensive plan has been completed and action started, the corps commander controls the action through orders to the divisions, and employment of nuclear and nonnuclear fires under his control. The divisions are the units of execution; the corps offensive action thus becomes a series of coordinated and integrated division engagements. The distinction in the corps form of maneuver exists primarily in the *intent* of the corps commander since the subordinate elements of the corps may use *all* the forms of maneuver in their attack.

b. Corps in a Penetration. The fundamentals of a penetration at the corps level are the same as at division level. The corps attack passes through the enemy's principal defensive position, destroys the continuity of the enemy force, divides the enemy force, and defeats it in detail (fig. 7).

(1) The corps main attack is delivered on a relatively narrow front and is directed toward the corps objective. Nuclear preparatory fires assist in rupturing the enemy position and iso-

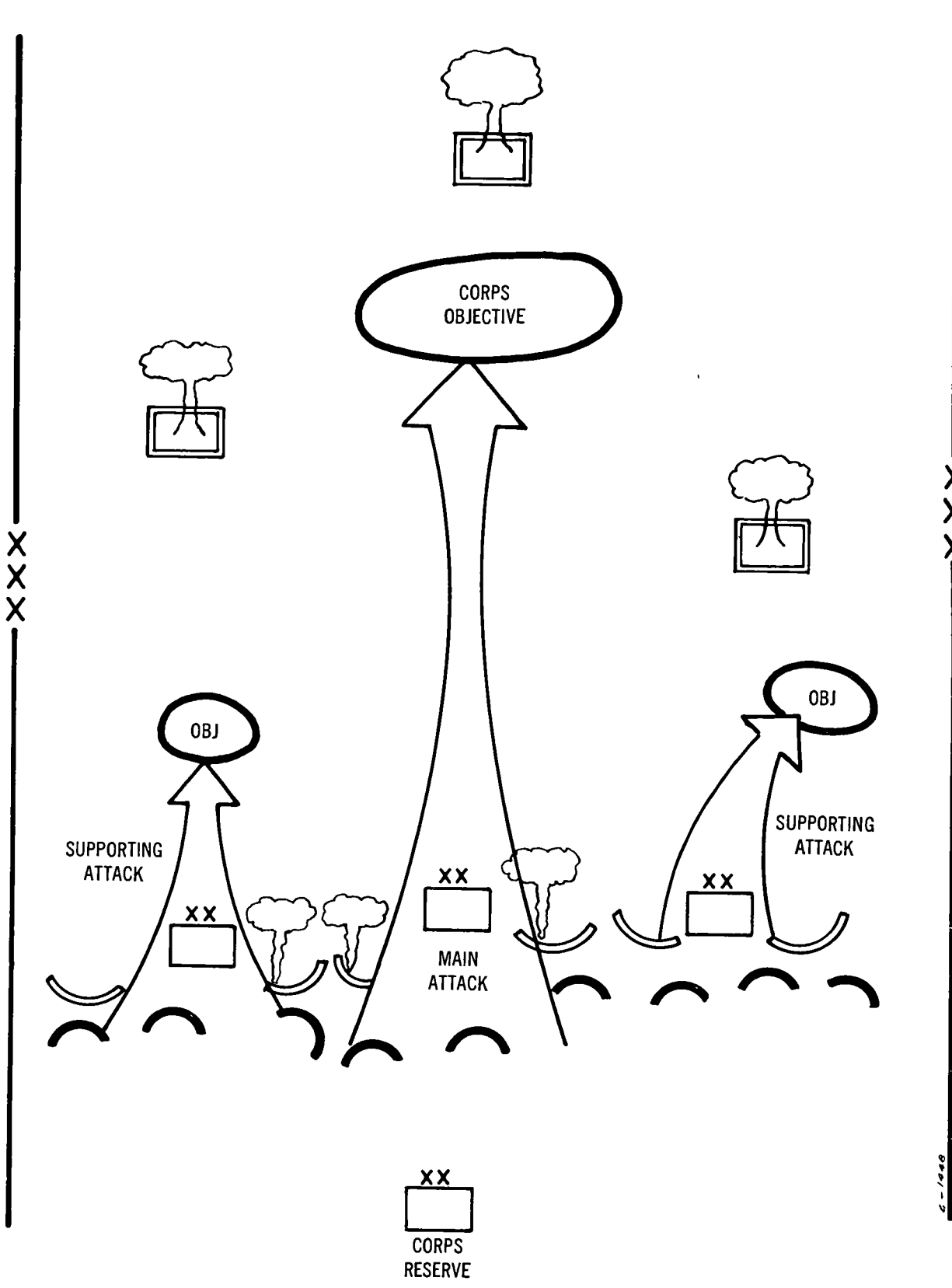


Figure 7. Corps conducting a penetration.

lating the enemy forces directly opposing the main attack force. The supporting attacks widen the gap and prevent the enemy from disengaging. Nuclear fires may also be used with the supporting attacks.

(2) After the rupture of the enemy's main defensive position, the corps main attack forces may continue the attack toward the corps objective, or the corps reserve force may pass through the initial main attack forces to seize the corps objective.

(3) Nuclear fires delivered by corps long-range cannon and missile delivery systems, supporting field army missiles, or tactical aircraft are employed against enemy reserves capable of affecting the accomplishment of the mission, against enemy fire support means, and against command and control installations.

(4) The maneuver element of the corps reserve is also prepared for commitment through the zone of the forces making the supporting attack to exploit unexpected successes in these areas.

(5) Division operations in making the penetration for the corps are covered in FM 61–100.

c. Corps in an Envelopment. The fundamentals of the envelopment are the same at all levels. The main attack force or envelopment force passes around or over the enemy's main defensive position, seizes objectives which cut his escape routes, and destroys the enemy from the flanks and rear (fig. 8).

(1) The corps main attack force moves rapidly to attack the enemy's assailable flank while the supporting attack forces fix the enemy in his defensive position.

(2) Nuclear preparatory fires are employed to assist the supporting attacks in fixing the enemy in his position and to enable the enveloping force to pass around the enemy's flank and move directly to the corps objective. Long-range nuclear fires are delivered against enemy forces capable of affecting the accomplishment of the mission.

(3) The maneuver element of the corps reserve may be used as the enveloping force, or may be used to exploit the success attained by the enveloping force or by the supporting attack.

(4) Division operations as an enveloping force for the corps are covered in FM 61–100.

d. Corps in a Double Envelopment. The double envelopment is a variation of the single envelopment in which the corps employs two enveloping forces to pass simultaneously around both flanks of the enemy's main defense force while the supporting attack forces fix the enemy in his defensive position.

e. Corps Conducting a Turning Movement. The turning movement is a variation of the envelopment in which the main attack force passes around the enemy's main defense forces and seizes objectives deep in the enemy's rear. The enemy is forced to abandon his position or to direct major forces to meet the threat (fig. 9).

(1) The corps main attack force does not direct its efforts against the enemy position and avoids attacking the flanks or rear of this position. The objective of the main attack is to seize vital areas deep in the enemy rear and prevent the escape, support, or reinforcement of the main force.

(2) Supporting attacks fix the enemy and prevent interference with the movement of the main attack force. Nuclear preparatory fires destroy or neutralize reserves capable of affecting the accomplishment of the mission of the main attack force. Long-range nuclear fires are used to support the main attack force as it moves deep into the enemy rear.

(3) Since the main attack force and the supporting attack force may operate beyond mutually supporting distance, each must have sufficient combat power to avoid defeat in detail. Nuclear weapons allocated to each attacking force provide a large component of the combat power needed.

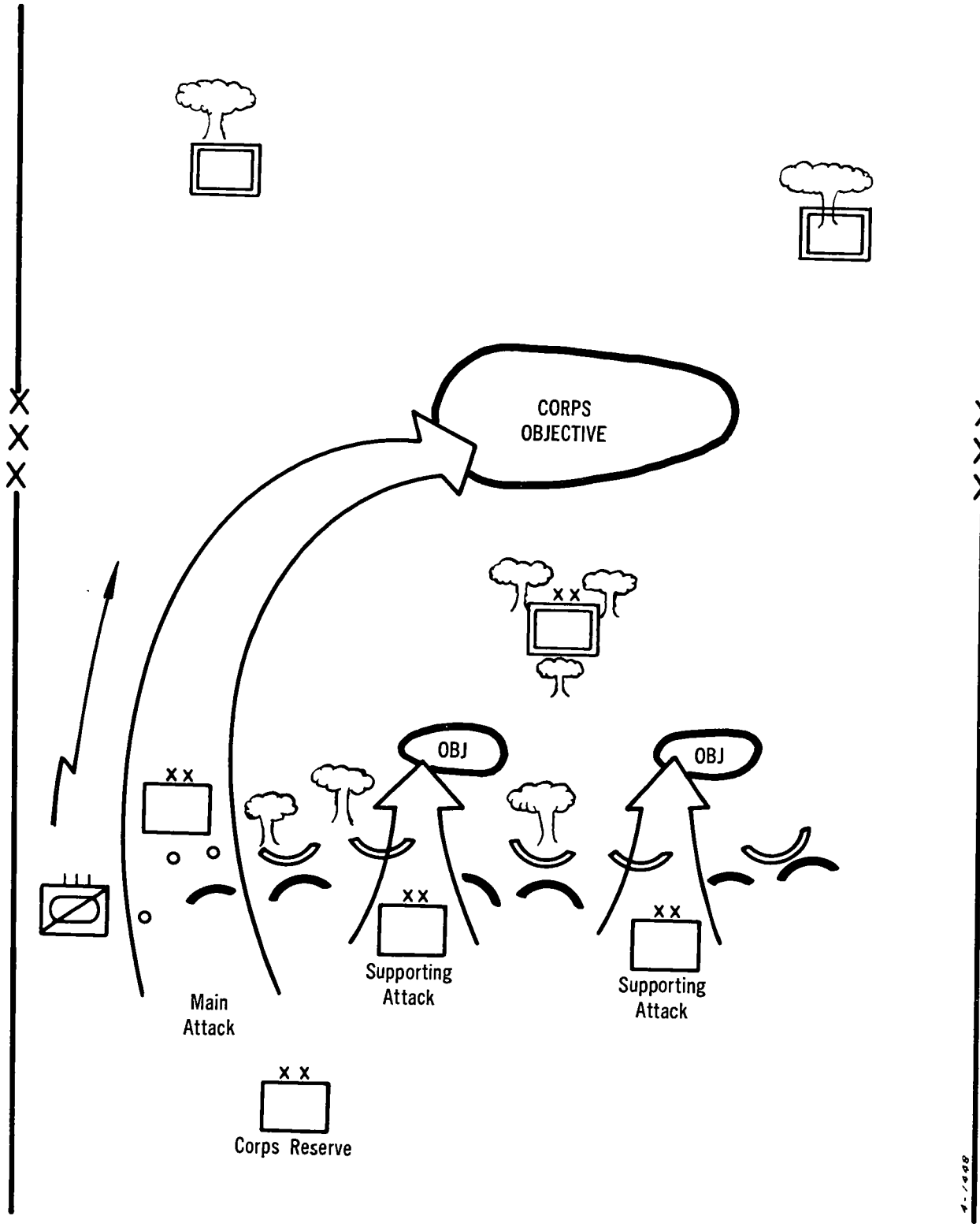


Figure 8. Corps in the envelopment.

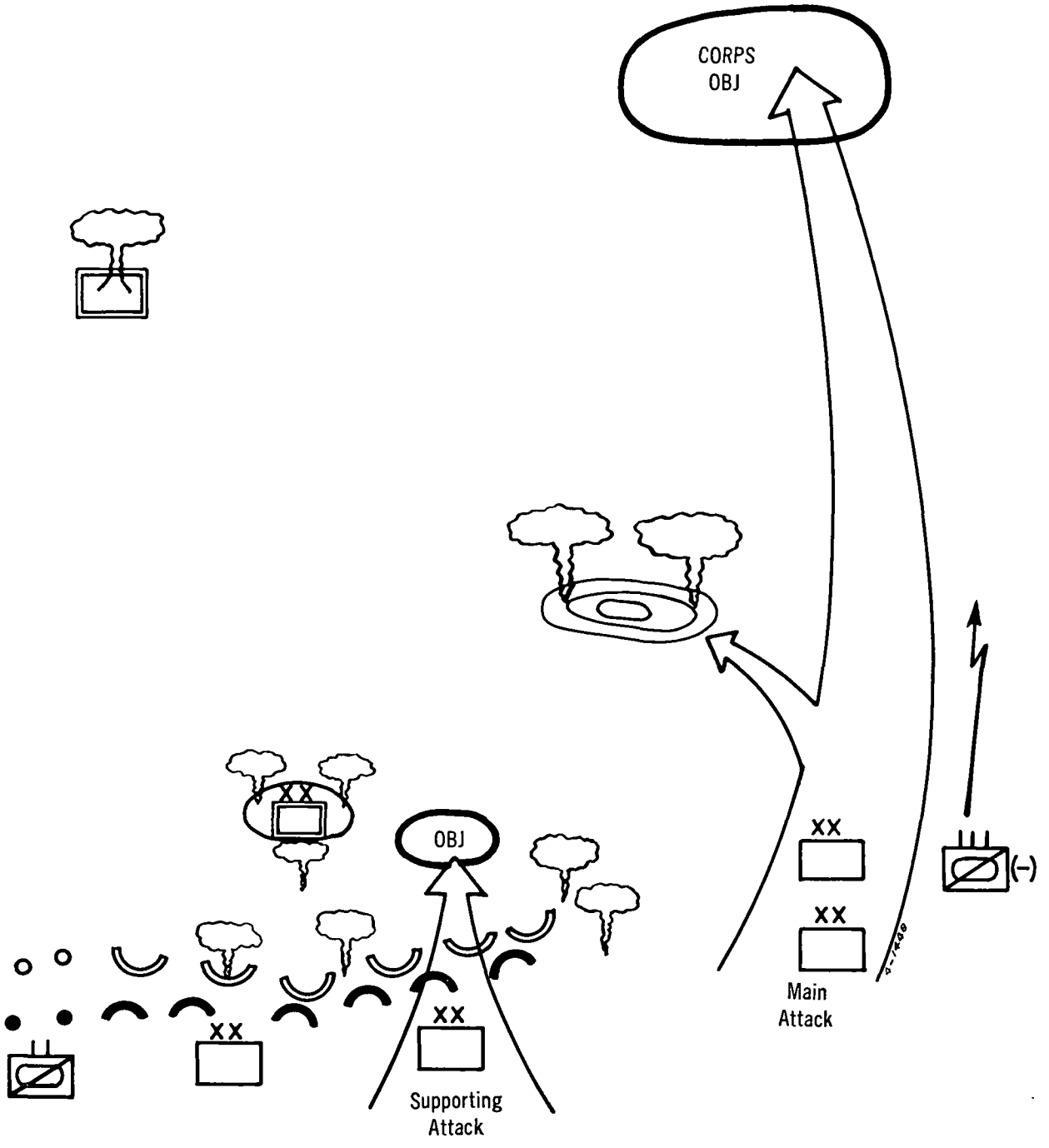


Figure 9. Corps conducting a turning movement.

(4) Although divisions may conduct a turning movement, this variation of the envelopment is used more often at corps or field army.

(5) Operations of the division as the force conducting a turning movement are covered in FM 61–100.

f. Execution. The corps commander will rarely specify the form of maneuver to be adopted by the division. The missions, zones of action, time of attack, and allocation of combat power to the divisions are outlined in the corps operation order. The details of the execution normally are left to the division commander. The missions assigned to the divisions and the allocation of combat power to them may impose such limitations as to the time and direction of attack that there is little choice as to the form of maneuver to be adopted.

7.26. Corps Reserve

a. The corps establishes a reserve of maneuver elements and nuclear weapons. Throughout the battle, the corps maintains the momentum of the attack and adds impetus to it by properly employing the nuclear and nonnuclear fires retained under corps control. The corps commander follows the progress of the battle and adjusts or modifies the missions assigned to the subordinate units. He provides for the relief of divisions exhausted in combat. At the proper time, he commits the maneuver elements of his reserve, supported as necessary by the reserve of nuclear fires. Depending upon the strength and disposition of hostile forces, and the amount of information he has concerning these matters, the corps commander varies the size of the reserve of maneuver elements and nuclear weapons maintained.

b. The maneuver elements of the corps reserve may include a division, a separate brigade, and the armored cavalry regiment. On occasions, the corps reserve may be the reserve of one or more of the divisions, with specific restrictions imposed by corps on its employment by the divisions. The reserve is positioned to facilitate its anticipated employment. In offensive operations, the division in corps reserve receives its mission from and is employed directly under corps. The armored cavalry regiment and brigades will frequently be attached to one of the divisions for employment.

c. During nuclear operations, the corps commander places primary reliance on a reserve of nuclear weapons. See paragraph 7.22 relative to corps role in nuclear weapons employment.

Section V. DEFENSIVE OPERATIONS

7.27. General

a. The fundamental considerations of proper use of terrain, security, all-around defense, defense in depth, responsiveness, dispersion, maximum use of offensive action, integration and coordination of defensive measures and the time available for planning and preparation are applicable to the corps.

b. The means available to the corps commander for the conduct of defensive operations were discussed in paragraphs 7.9 through 7.18, together with the general principles or procedures for employing these means in all types of operations. This section discusses relevant aspects of planning and conducting corps defensive operations and must be considered in conjunction with the general operational considerations outlined in paragraphs 7.9 through 7.18.

7.28. Forms of Defense

The fundamental forms of defense are the mobile defense and the area defense. These forms are at opposite ends of the defensive spectrum with many variations possible between the extremes. Within a corps conducting a defense, the operations of its subordinate elements may encompass variations of both the mobile defense and the area defense. In nuclear operations, terrain conditions permitting, the mobile defense, possibly modified, is preferred by the corps commander. The distinction in the form of defense employed by the corps rests primarily in the intent of the corps commander, since the subordinate units may be engaged in the conduct of both forms of defense. The form of defense employed depends on the mission assigned to the corps, the nature of the terrain, the relative combat power of the opposing forces to include mobility, the nu-

clear environment, and the air situation. For a discussion of special defensive considerations against armor and mechanized forces, see chapter 6, FM 61–100.

a. Mobile Defense (fig. 10).

(1) Assignment of a mission by field army which permits the defense to be organized and fought in depth favors adoption of the mobile defense. Defensive operations in terrain which permits maneuver of defensive forces favors the mobile defense. A favorable degree of mobility by the defending forces is a prerequisite for adoption of the mobile defense. The mobility of a force is always relative to the mobility of the enemy and is a compound of equipment, training, communications and terrain. The organic mobility of the mechanized and armored divisions, and the capability of the corps to mechanize or motorize infantry divisions are considerations for adopting the mobile defense. During nuclear operations, the dispersion and mobility required to decrease the vulnerability of the defending forces favor the mobile defense. The capability to employ nuclear weapons permits the defense of a larger area than would otherwise be possible. Friendly local air superiority facilitates the maneuver required in the mobile defense.

(2) In the mobile defense the corps deploys forces forward to warn of impending attacks, to canalize the attacker into less favorable terrain, and to block and impede the attacker. The corps employs the bulk of its maneuver elements in vigorous offensive action to destroy the enemy at a decisive time and place. The primary mission of the counterattack in the mobile defense is the destruction of the hostile force.

(3) Depth in the corps sector is achieved by locating combat and combat support units in depth, requiring the division to prepare positions in depth and by the designation and construction of corps blocking positions. Corps blocking positions which may be located in the division rear areas, are occupied only on corps order.

b. Area Defense (fig. 11).

(1) Assignment of a mission by field army which requires the retention of specific terrain may dictate an area defense by the corps. Operations in terrain which restrict the movement of the corps maneuver elements may dictate an area defense. If the enemy possesses superior tactical mobility, adoption of the area defense is indicated. Enemy local air superiority limits extensive maneuver by corps forces and thus favors an area defense.

(2) In the area defense the corps places the bulk of its combat forces in the forward defense area. The corps reserve is employed to execute counterattack plans, to reinforce forward units, or to execute blocking missions. The primary mission of the counterattack in the area defense is to destroy or eject the enemy force in the penetration and regain control over the forward defense area.

7.29. Defensive Echelons

Defensive echelons include the security echelon, the forward defense echelon, and the reserve echelon. Forces and fires of the corps are allocated to each echelon in accordance with the corps defensive plan.

7.30. Security Echelon

a. The area of the security echelon begins at the forward edge of the battle area (FEBA) and extends to whatever distance to the front and flanks that security elements are employed. Security elements may include a covering force, flank and rear security, and aerial surveillance units.

b. If a corps covering force is employed, the corps commanders recommend the location of the initial coordinating points to the field army commander who designates such points. Corps prescribes the composition of the covering force, basing the composition on the mission, forces available, the terrain, and the combat

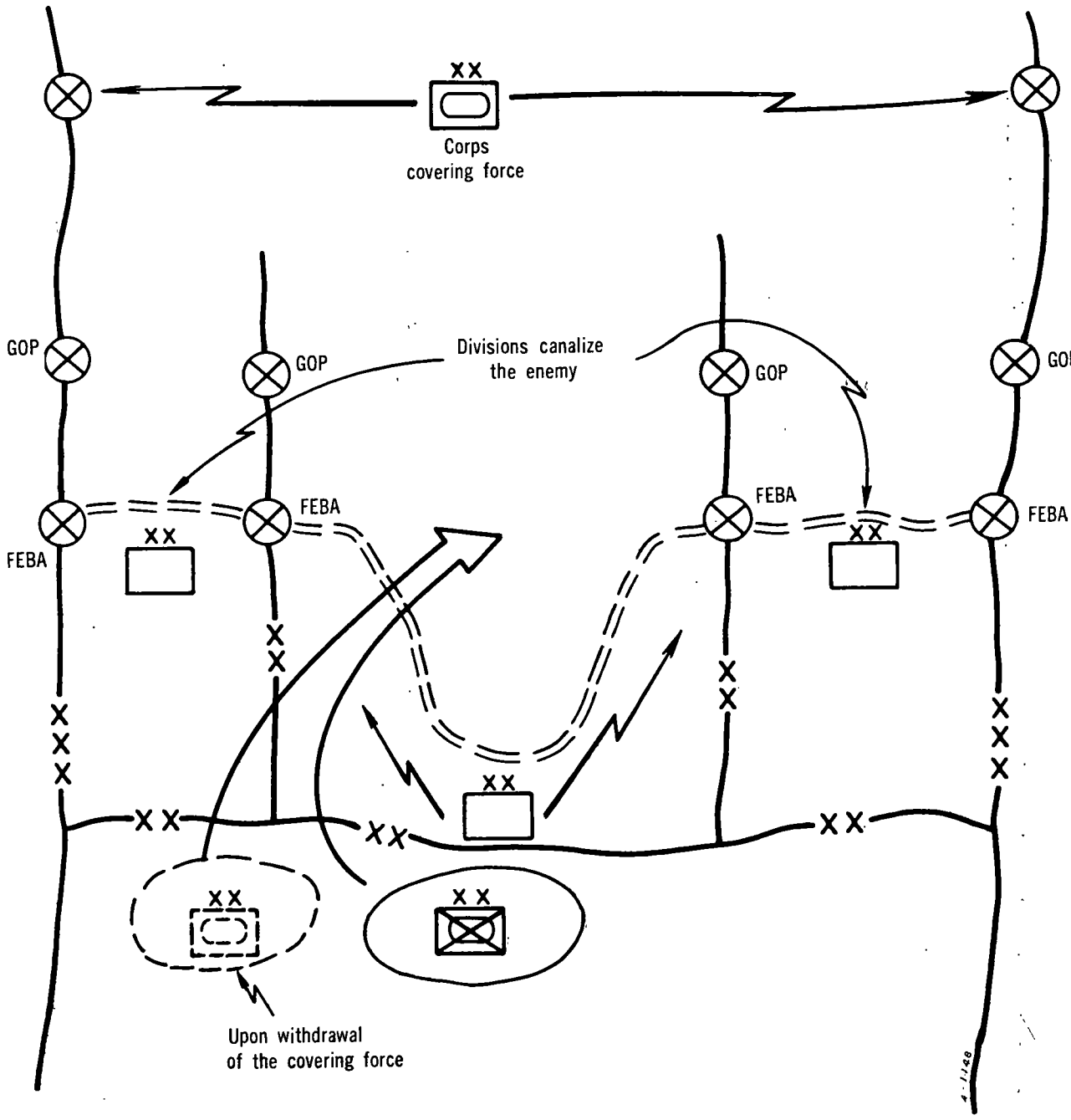


Figure 10. Example of a corps conducting a mobile defense.

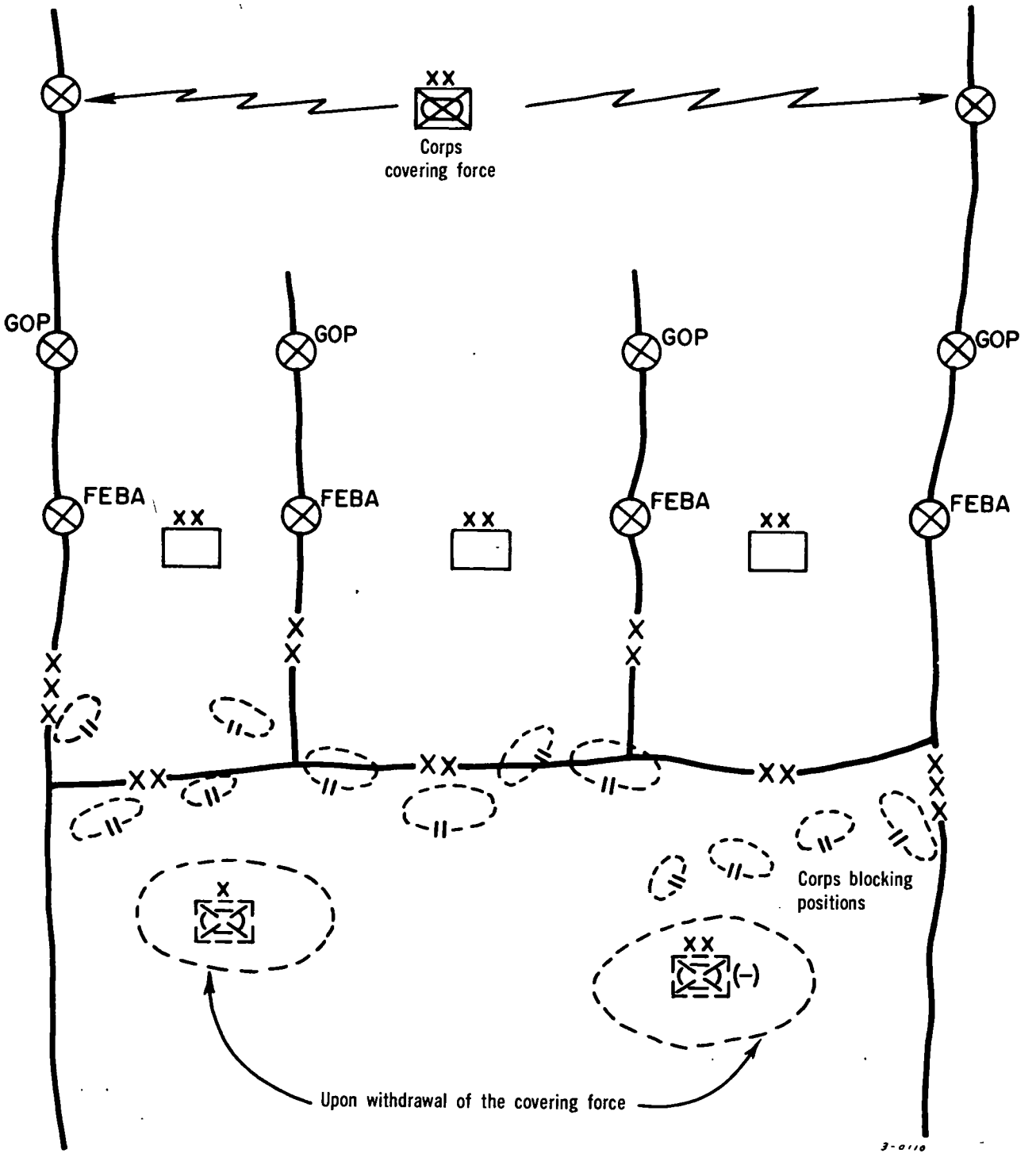


Figure 11 Example of a corps organization for area defense.

power of the enemy. An armored, mechanized, or infantry division usually forms the nucleus of the covering force. The armored cavalry regiment, suitably reinforced, may be used when long periods of delay are not required. Appropriate reinforcements are provided to include long-range fire support, air defense, engineers, and transportation means.

c. The mission of a corps covering force emphasizes maximum delay and disruption of the enemy advance. All action is directed toward providing time to the units organizing the forward defense. By delaying the enemy and deceiving him as to the true location of the FEBA, by forcing him to deploy his forces prematurely, by inflicting maximum casualties as he advances, and by providing early warning of his movements, the covering force gains additional time for the organization of the forward defense. Nuclear weapons are allocated to the covering force and provide a powerful means for accomplishing the mission. Nuclear weapons not expended by the covering force are available for reallocation after its withdrawal. Use of atomic demolitions by the covering force are carefully coordinated with future plans of the corps and field army.

d. The period of time the corps covering force is to hold the enemy forward of the FEBA is normally designated by field army.

e. The corps may direct the establishment of a division covering force or general outpost in which case corps normally designates the coordinating points within the corps sector. The composition of the covering force or general outpost is the responsibility of the division commanders. The corps normally prescribes the length of time the general outpost or division covering force is to hold the enemy forward of the FEBA, but may delegate the authority to the divisions.

7.31. Forward Defense Echelon

a. As a part of a field army, the corps conducts defensive operations in conformance with instructions from the field army commander. The corps commander describes the general trace of the corps defensive area by designating coordinating points on the FEBA for the major subordinate units.

b. The designation of the coordinating points between the divisions (and other subordinate elements employed) on the FEBA, and the designation of lateral and rear boundaries fixes the defensive sectors assigned to the subordinate units. The defensive sectors assigned to subordinate units are determined primarily from the missions assigned to the units, and evaluation of the terrain, the enemy capabilities, and the capabilities of the friendly units of the forward defense echelon. The corps uses the capabilities of infantry, mechanized, or tank battalions as a guide for assignment of division sectors.

c. Corps establishes the lateral limits of each division sector by designating lateral boundaries. The responsibility for each major avenue of approach into the corps sector is assigned to a single division. At corps level, a major avenue of approach is one which will permit the unrestricted maneuver of the major combat elements of at least one division sized unit.

d. Limitations on available forces for employment on the FEBA or the assignment of extended frontages may require the corps to conduct a detailed examination of the terrain and enemy capabilities to determine where the corps locates its most effective maneuver elements and where it can best afford weaknesses. The armored cavalry regiment is frequently used as an economy of force unit for such a situation.

e. Blocking positions are used both in the area defense and in the mobile defense to add depth to the defensive positions. Especially in the mobile defense, their locations are frequently keyed to priority counterattack plans. Corps blocking positions are constructed by corps engineers, reserve units, other corps troops and (as a last priority) frontline divisions. They are full-scale defensive positions, prepared as thoroughly as time and materials permit.

7.32. Missions to Subordinate Units

Although it may do so the corps does not normally prescribe the form of defense to be used by the division or other subordinate units on the FEBA. Divisions are assigned their defensive sectors and the details of execution are normally left to the division commanders. The size of the sector assigned to the division, the terrain, and the combat power allocated to or placed in support of the division, the air situ-

ation, the time available for organizing the defense, and the capabilities of the enemy forces will largely determine the form of defense to be adopted.

7.33. Allocation of Combat Power

The corps allocates combat and combat support units, including nuclear fires, to the divisions as needed to accomplish their missions. In determining the allocation of means to the divisions, corps visualizes how each division can defend the assigned sectors with the means available. This visualization by the corps commander of the employment of combat means is essential to the soundness of the planned allocation of combat power. The actual disposition of divisions and their attachments and the planned employment of other support allocated to the division is the responsibility of the division commanders. The division assigned the mission of defending the most dangerous avenue of approach receives priority on the allocation of combat power. Just as the main attack is weighted with responsive support, so is the defense of the most critical sector weighted.

7.34. Reserve Echelon

a. The corps reserve is normally located in that portion of the corps rear behind the forward defense echelon, i.e., the area behind the division rear boundaries. Maneuver elements of the corps reserve may also be positioned within a division rear area. Additionally the maneuver element of the corps reserve may be a unit of one of the divisions.

b. The corps commander normally establishes a reserve of maneuver elements and fires. During nuclear operations, he places primary reliance on nuclear weapons as the decisive element of his reserve. The discussion in paragraph 7.26 relative to the composition of the reserve in offensive operations is applicable to corps defensive operations.

7.35. Corps Counterattack Planning

a. A corps counterattack is a coordinated corps operation with the corps reserve making the main attack. The counterattack plan developed by the corps staff is a corps operations plan. Implementing plans are developed by all subordinate units which are assigned missions in the corps plan, and submitted to the corps.

b. The corps counterattack planning is based on several assumptions. Most of these assumptions are translated into one or more penetrations of the corps' forward defense area. A penetration is located along a major avenue of approach, directed toward key terrain or other objectives, and given a width and depth based on the terrain, corps defense plans and the enemy tactical doctrine. The width of the penetration is determined primarily from the size of the enemy force assumed to be within the penetration. The depth of the penetration is the maximum distance the enemy can be permitted to reach by the time the corps reserve crosses the line of departure.

c. Corps counterattack plans include—

(1) *Assumed penetrations.* See *b* above.

(2) *Line of departure.* A line of departure (LD) is prescribed by the corps for planning purposes. When combined with an objective it also serves as a directional measure. The line of departure used for the actual counterattack will rarely be the same as the LD used in planning.

(3) *Objective.* The reserve is assigned a mission, an objective or a limit of advance as appropriate.

(4) *Boundaries.* Boundaries are designated between the reserve and the division(s) whose area(s) is (are) penetrated.

(5) *Direction of attack.* A direction of attack may be prescribed, if required, although this is normally considered to be too restrictive a control measure for use at corps level.

(6) *Command and control.* Instructions to ensure unity of command and effort in the sector or zone of the counterattack are normally prescribed.

(7) *Reserve.* Instructions concerning reconstitution of a corps reserve are normally prescribed in the plan when the original reserve is to be used in the counterattack.

d. Nuclear weapons to be employed in the counterattack are initially a part of the corps reserve. The commander of the corps reserve maneuver force is provided a planning allocation for each of the counterattack plans he develops. The planning allocation indicates the

number of weapons by type, yield and delivery system available for employment by the counterattack force. The planning allocation permits the detailed integration of nuclear fires and maneuver.

7.36. Conduct of the Counterattack

a. See paragraph 6.36 for a discussion of the timing of the counterattack.

b. The corps commander's problem concerning the proper time to launch the counterattack is considerably more complicated than that of the division commander largely because of the time and space factors in committing the reserve. The time required to execute the corps counterattack plan is measured in hours, and the commander and his staff must continuously evaluate the tactical situation to insure that the reserve is committed in a timely manner.

c. The corps reserve is committed under the command of the reserve commander in accordance with corps approved plans modified as required by the situation.

Section VI. RETROGRADE AND SUPPORTING OPERATIONS

7.37. Retrograde Operations

a. The corps plans and conducts retrograde operations as directed by field army.

b. Retrograde operations are classified as withdrawal, delaying action, and retirement (FM 100–5).

c. A corps retrograde operation is usually a combination of the withdrawal, delaying action and retirement.

d. The field army role in planning retrograde operation is discussed in paragraphs 6.37 through 6.39.

7.38. Corps Planning

a. The location of the new defensive position is designated by field army. Corps planning for the retrograde operation begins with the preparation of the corps defense plan for the new position. The corps defensive sector is fixed by the field army through the designation of coordinating points on the FEBA between the corps, and the location of the corps boundaries. The corps commander, in turn, prescribes the general trace of the FEBA and designates the coordinating points between units to be located on the FEBA. The principles outlined in paragraphs 7.9 through 7.18 and paragraphs 7.27 through 7.36, are applicable in planning the corps defense.

b. After developing the corps defense plan for the new position, the corps plans for the retrograde movement of the corps into the new position. The corps begins its rearward movement and closes into the new defensive area at times specified by field army. Sectors of responsibility for each of the corps in the retrograde operation are specified by field army.

c. The corps retrograde plan includes provision for:

(1) Location, composition and mission of the corps covering force.
(2) Organization of the corps for combat.
(3) Employment of nuclear weapons.
(4) Control measures including traffic control.

7.39. Corps Covering Force

a. The corps commander normally plans for the employment of a covering force. The mission of the covering force is to delay the enemy forward of the general outpost at the new defensive position for a specified period of time, to disorganize the attacking enemy forces as much as possible, and to deceive the enemy as to the location of the FEBA. Accomplishment of this mission provides time for the preparation of the defensive position.

b. The composition of a corps covering force is discussed in paragraph 7.30. In addition to that discussion, the following points are also applicable. The retrograde operation is undertaken to preserve the integrity of the command; therefore, the enemy combat power which forces the retrograde movement dictates a stronger covering force than that employed in the typical corps defense discussed in paragraphs 7.27 through 7.36. The capability of the armored and mechanized divisions to cover a wide area and conduct continuous delay makes them the most suitable units for the corps covering force in the retrograde operation. Augmentation of the division to include attachment of an armored cavalry regiment, field artillery, including long-range fire support means, air de-

fense artillery, and engineers is normal. Nuclear weapons are allocated to the covering force and greatly enhance its capability to achieve the desired delay.

c. The corps commander prescribes the composition and location of the corps covering force, assigns the mission, and allocates nuclear weapons to the covering force commander. The detailed plans for the execution of his delay mission are the responsibility of the covering force commander.

d. The covering force accomplishes its mission by delay in successive positions, by delay on alternate positions, or by combination of the two. The conduct of delaying actions by divisions is contained in FM 61–100.

7.40. Organization of the Corps for Combat

a. Simultaneously with the determination of the composition of the corps covering force, the corps commander must organize the corps for combat for the retrograde operation. Since the main body of the corps will break contact, and move through the covering force, continue its rearward movement to the new position, and prepare the new defensive area, the corps commander is faced with the basic problem of organizing the corps to achieve a proper balance between the force preparing the new position and the force covering the retrograde movement.

b. Attachments to division of combat and combat support units necessary for them to accomplish their assigned mission is normal. Corps will normally maintain a very small troop reserve because the execution of retrograde operations is decentralized.

c. During the initial phase of a retrograde operation, the unit in the forward defense area break contact with the enemy. Continuous fire support is required to assist the divisions in breaking contact. When operating on an extended front or against a very strong enemy force, corps artillery units are frequently attached to the divisions to provide this support. As the forward units pass through the covering force, designated corps artillery units are detached from the division and attached to the covering force. Control of the remaining corps artillery units attached to the divisions is regained by corps artillery as early as practicable, consistent with the corps organization for combat at the new defensive position.

d. Forward infantry divisions are mechanized or motorized within means available to the corps to facilitate their withdrawal.

e. Air defense units are attached to the covering force. Except for forward area weapons, attachment of air defense units to the forward divisions is not usually required, but may be prescribed if the situation so dictates.

f. Corps engineer units have two basic missions in retrograde operations. First, they assist the movement of the friendly force by keeping open the routes of withdrawal; and second, they impede the advance of the enemy through planned destruction of installations, supplies, and structures. The preparation and execution of demolitions and the creation of minefields are carried out on order in accordance with the corps plans. Corps engineer units may be directed to prepare defensive positions and barriers in the rear area of divisions to assist in achieving their delay mission. Priorities for engineer work are established by the corps.

7.41. Employment of Nuclear Weapons

a. The development of nuclear weapons and the doctrine relative to their employment on the nuclear battlefield has not materially changed the concept for the conduct of a retrograde operation. The basic problem confronting the corps commander is how to disengage his force while still preserving its tactical integrity, and then to move to the next defensive position without offering the enemy the opportunity to pursue and destroy his corps.

b. There are two general areas in which there are basic differences in the conduct of a retrograde operation under conditions of nuclear vs. nonnuclear warfare, i.e., closeness of engagement and time of withdrawal. The first of these concerns the use of the reserve. Prior to the advent of tactical nuclear weapons the commander could ill afford to allow his forces to become too closely engaged with the enemy, for to do so might preclude their breaking contact. By the use of conventional artillery and air support or by skillfully executed counterattack, contact with the enemy could be broken and the retirement or delay could begin. Tactical nuclear weapons have influenced withdrawal tac-

tics to the extent that with this additional firepower available, the commander now can accept closer engagements with the enemy than before without relying on a large ground reserve to assist his forward units in breaking contact. The use of tactical nuclear weapons speeds up the disengagement and permits the employment of a larger portion of the command in close combat.

c. Employment of tactical nuclear weapons also affects the time of withdrawal of the forward units. Although a night withdrawal from contact has long been preferred to a daylight withdrawal, the accurate and timely employment of nuclear weapons enables a defender to execute a withdrawal during daylight provided that conditions of air superiority do not unduly increase the risk.

7.42. Control of the Retrograde Movement

a. The corps plan includes the control measures necessary to insure a coordinated operation. The corps establishes lateral boundaries between the divisions and extends them rearward through the new defensive position. The corps commander's concept phases the operation and indicates the degree of delay desired between positions. Phase lines are also used for control as appropriate.

b. Traffic control in division forward areas is the responsibility of the division. Once the division has begun its movement to the rear, division military police become part of the division column. When contact with the enemy has been broken and the forward units have moved through the corps covering force, traffic control becomes the corps' primary problem in moving to the new defensive position. The corps military police company is not capable of performing the traffic control mission throughout the entire corps sector. Augmentation from field army is habitually required. Responsibility for traffic control is assigned to military police units on an area basis or on a route basis by the corps provost marshal, depending upon the terrain, the number of withdrawal routes available, and the availability of military police units. Holding areas are established at critical points on withdrawal routes such as blown bridges or defiles in order that convoys may be re-routed into these areas to preclude presenting a nuclear target to the enemy. When the congestion on the withdrawal route is reduced, convoys are moved back to the withdrawal route and their retrograde movement resumed.

7.43. Supporting Operations

The corps plans and conducts tactical cover and deception operations, barrier operations, and denial operations in accordance with missions assigned by the field army. For a discussion of supporting operations, see paragraphs 6.40 through 6.44.

APPENDIX

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For explanation of abbreviations used, see AR 320–50.

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